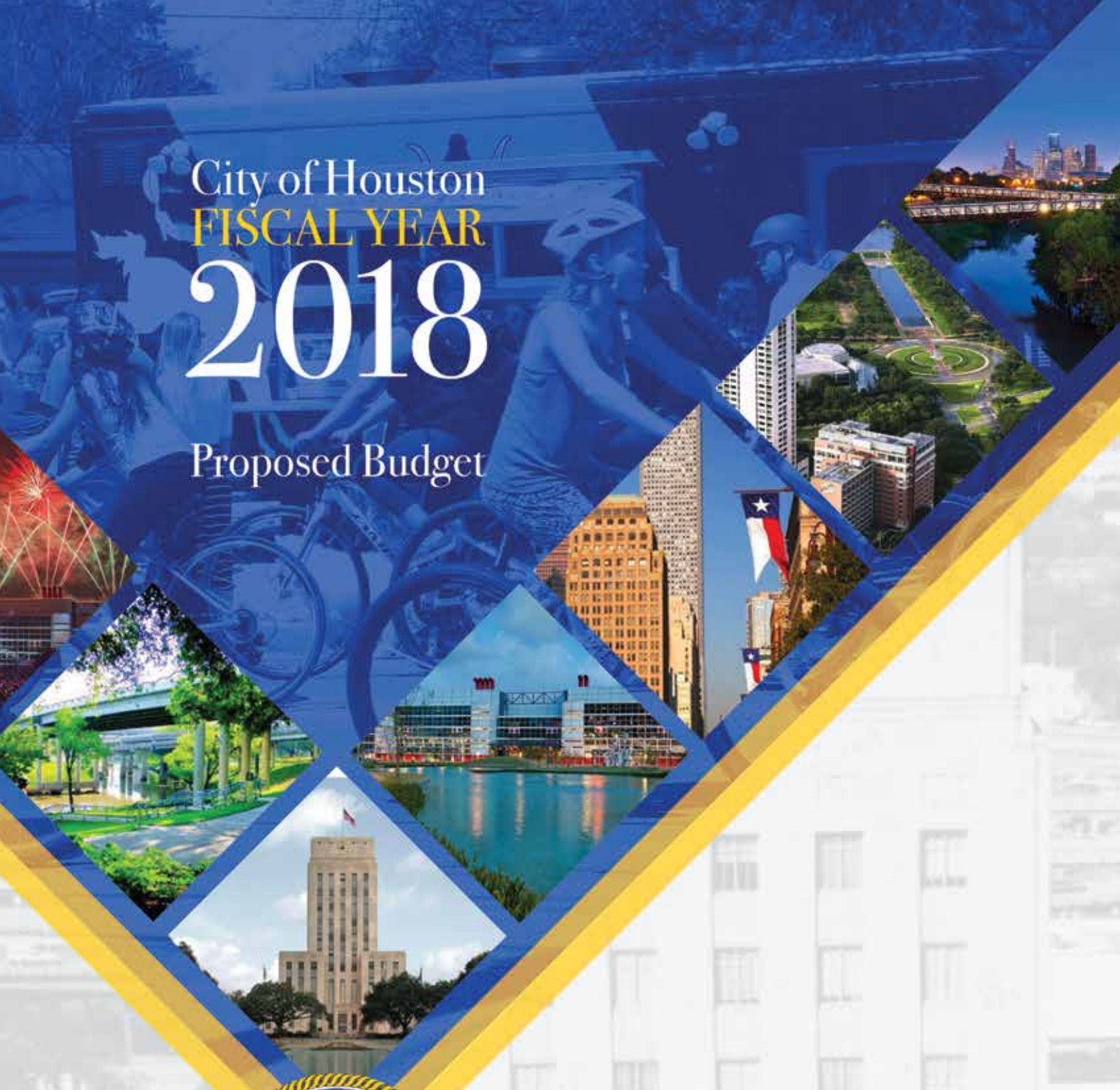
City of Houston
FISCAL YEAR
2018

Proposed Budget



SYLVESTER TURNER
Mayor

CHRIS B. BROWN
City Controller

CITY OF HOUSTON

PROPOSED OPERATING BUDGET

For the Period
July 1, 2017 to June 30, 2018

Sylvester Turner

Mayor

Section 102.005(b) of the Texas Local Government Code, adopted in September 2007, requires any budget adopted after September 2007 to include the following language on a cover page:

"This budget will raise more total property taxes than last year's budget by $32,466,364 or 2.87% increase, and of that amount $27,396,964 is tax revenue to be raised from new property added to the tax roll this year."

FY2018 ADOPTED BUDGET

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FY2018 PROPOSED BUDGET

Sylvester Turner, Mayor

Council Members

Brenda Stardig	District A
Jerry Davis	District B
Ellen R. Cohen	District C
Dwight Boykins	District D
Dave Martin	District E
Steve Le	District F
Greg Travis	District G
Karla Cisneros	District H
Robert Gallegos	District I
Mike Laster	District J
Larry V. Green	District K
Mike Knox	At-Large, Position 1
David W. Robinson	At-Large, Position 2
Michael Kubosh	At-Large, Position 3
Amanda K. Edwards	At-Large, Position 4
Jack Christie, D.C.	At-Large, Position 5

Chris B. Brown, City Controller

Kelly Dowe
Director, Finance

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Houston

Texas

For the Fiscal Year Beginning

July 1, 2016

Executive Director

DISTINGUISHED BUDGET PRESENTATION AWARD WINNER

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Houston for its annual budget presentation for the fiscal year beginning July 1, 2016.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

Current and former employees of the Finance Department who contributed to the development of the FY2017 and FY2018 Annual Budgets are listed below:

Jaime Alvarez
Jesse Bounds
James Clay
Melissa Dubowski
Paul Fagin
James Hutchinson III
Will Jones
Veronica Lizama
Jennifer Olenick
Kelly Patel
Lydia Salira
Deborah Webb

Kyria Askew
Drew Brown
Ray Cruz
Stephanie Emmers
Christopher Gonzales
Candice Johnson
Angie Jones-Browne
Levi McGuire
Danielle Page
Dinah Prejean
Lydia Salira
Julia Zhou

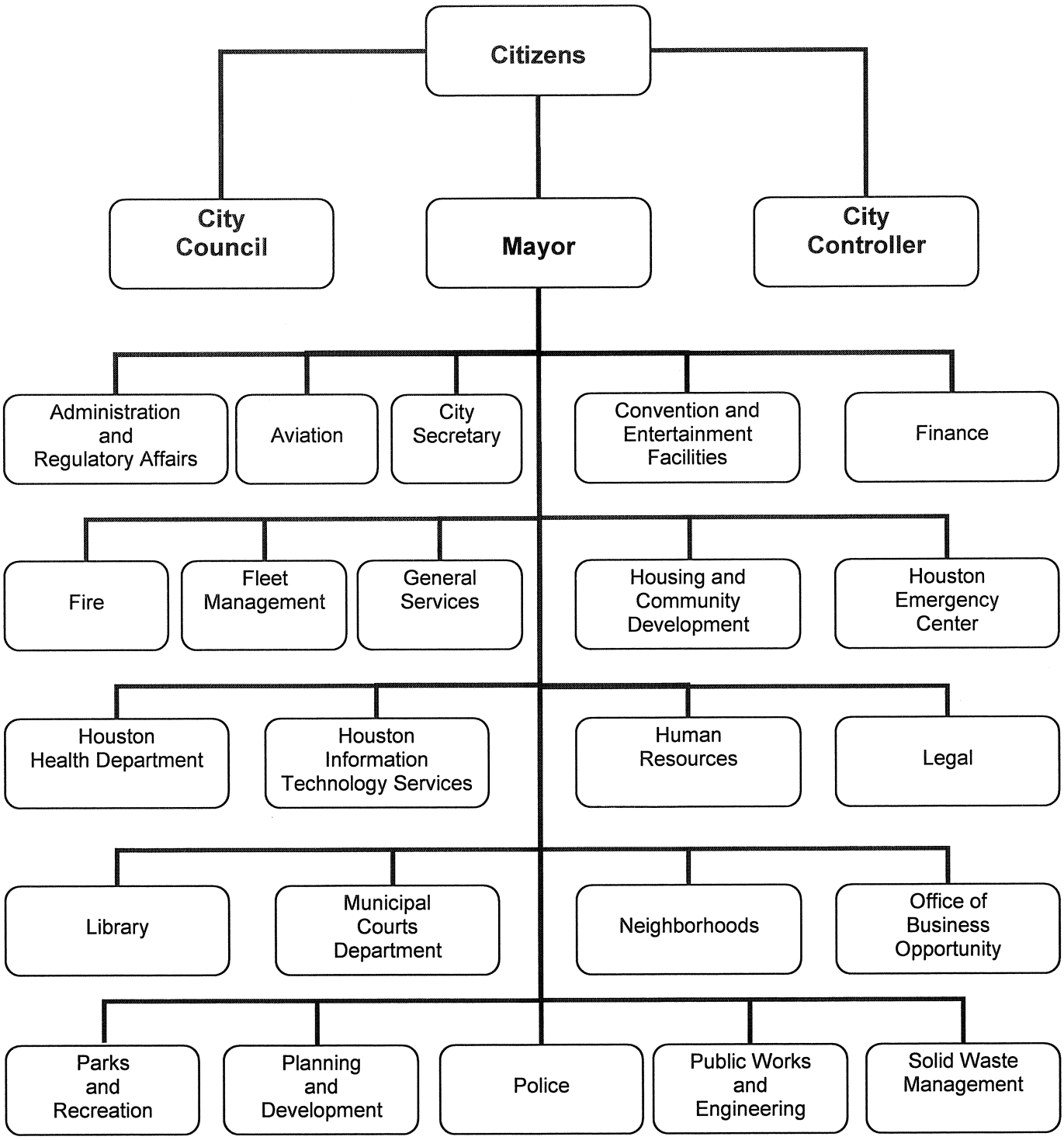
David Benson
Stan Cain
Kelly Dowe
Tantri Erlinawati-Emo
Marnita Holligan
Wade Jones
Paula Lichanpanit
Madhumathi Obla
Hiren Parekh
Thy-Huyen Ruiz
Alma Tamborello

Printing Staff

Willie Sue Hamilton Debbie Roberts

The FY2018 Budget is printed on recycled paper.

ORGANIZATION CHART



CITY OF HOUSTON

Sylvester Turner

Mayor

P.O. Box 1562
Houston, Texas 77251-1562

Telephone – Dial 311
www.houstontx.gov

Fellow Houstonians, Honorable Members of City Council and the Honorable City Controller:

I am pleased to submit the proposed budget for Fiscal Year 2018, which begins July 1, 2017 and ends June 30, 2018 (FY2018). The proposed General Fund budget of $2.38 billion increases spending by $35 million or 1.5 percent from the FY17 current General Fund budget of $2.34 billion; while operational spending was reduced, previously scheduled increases in City debt payments drove the overall budget higher. The total proposed budget includes expenditures for all funds of $5.2 billion, an increase of $110 million or about 2.2 percent from the FY2017 current budget of $5.1 billion. Operating efficiencies and reductions in this budget build on $55 million in recurring General Fund improvements made a year ago, and our proposed budget anticipates finalization of the Houston's Pension Solution with the governor's signature. They are a continuation of our journey toward resolving Houston's economic and financial challenges and opportunities.

Each City department, the employee unions and pension systems, City Council and other parties have worked together to identify cost savings and efficiencies while preserving a healthy fund balance, minimizing employee layoffs and maintaining critical city services. This budget was balanced using both recurring and non-recurring initiatives. The recurring improvements continue our new approach to managing City finances. We have streamlined operations, eliminated redundancies and forced greater efficiencies for recurring annual General Fund savings of $50.5 million. If $72.8 million in non-recurring items had been taken off the table, there would have been drastic cuts in City services and hundreds of City employees would have lost their jobs.

Despite our progress in closing one-third of last year's budget gap with recurring improvements, challenges remain. A spike in debt payments, contractually required cost increases, a still-sluggish economy and the City's revenue cap combined to generate a $123 million deficit in the General Fund (note that simply lifting the revenue cap would have eliminated $22 million of that deficit). I am proud that not only have we closed that gap, but we are moving forward with implementation of key priorities for the City. Starting with a foundation of prudent financial management, and supported by strong public safety and infrastructure programs, we can make Complete Communities a centerpiece of this administration; our goal is that all of Houston's neighborhoods are inclusive healthy and resilient. We want to be certain that all Houston's residents have access to opportunities for success in life, and support in accessing those opportunities.

Our priorities are rooted in Plan Houston – the City's general plan – and include several key initiatives as highlights of this year's budget. Public safety remains a focus, and we are funding four police cadet classes to support our understaffed police department, and we will look to fund a fifth. We are increasing our focus on response to 311 calls, and on making sure that we address citizen concerns in a timely and proper manner. Toward this end, a particular customer service focus for the upcoming year is improvement in the operations of the Houston Permitting Center. Street repairs and drainage upgrades highlight our infrastructure efforts, but just covering the basics isn't good enough.

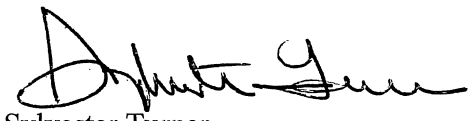
Council Members: Brenda Stardig Jerry Davis Ellen R. Cohen Dwight A. Boykins Dave Martin Steve Le Greg Travis Karla Cisneros
Robert Gallegos Mike Laster Larry V. Green Mike Knox David W. Robinson Michael Kubosh Amanda Edwards Jack Christie

Controller: Chris Brown

We will also offer a hand up to those in need around us, from our homelessness prevention efforts to community-based employment initiatives like Turnaround Houston and Hire Houston Youth.

This budget also begins to draw from the work being done on our long-range financial plan, a priority in the FY17 budget. The work done by our planning team to date supports our efforts to increase police staffing, and we expect to implement Fire Department changes including improved revenue recovery for EMS and possible partnerships with our medical community to reduce demand for emergency medical responses. And the plan's observations about City subsidies for the Houston Zoo have been helpful in our discussions with zoo leadership regarding adjustments to this year's City contribution. We will be making more improvements through the year based on our final long-range plan, which is to chart a 10-year path to sustainable, structural budget balance. As we work toward that goal, this budget marks another important step along the path to financial stability and provides Houston's taxpayers the quality services they count on, and deserve.

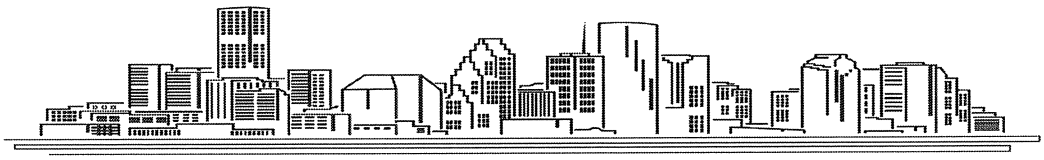
Sincerely,



Sylvester Turner
Mayor

Connecting Budget to Strategy

The Mayor's Priorities for the City of Houston are Complete Communities, Public Safety, Services & Infrastructure and Sound Financial Management, which are the foundation of each priority. These Priorities are drawn from Plan Houston and will guide the strategic direction of the City through Mayor Turner's administration. Along with the Mayor's Priorities are goals to provide further definition, and outcome measures to ensure the goals are achieved. Under Mayor Turner's leadership, the City is redesigning its budget to better align the City's resources towards this shared vision and ensure greater transparency and accountability in the process.



Mayor Sylvester Turner's Priorities

Houston: A welcoming city that works for all.

Public Safety

- Provide responsive and efficient public safety services
- Improve public safety through effective crime prevention and enforcement
- Prepare for, mitigate, and effectively respond to emergencies and special events
- Reduce the murder rate to the lowest in a generation by 2020

Complete Communities

- Ensure equal access to opportunity and prosperity
- Support economic growth and jobs
- Ensure quality affordable housing options throughout the City
- Provide vibrant and enjoyable activity and recreation centers
- Promote healthy, safe, livable and connected neighborhoods
- Develop a skilled and talented workforce
- Champion learning

Services & Infrastructure

- Improve drainage and flood mitigation
- Reduce traffic through improved streets and access to transit and mobility options
- Ensure that infrastructure accommodates growth and meets community needs
- Improve the City's service delivery infrastructure

Sound Financial Management

- Achieve lasting pension reform
- Put long-range financial plan into action
- Deliver world class city services in an effective and efficient manner

Foundational

Implementation:
In his first Executive Order, Mayor Turner set forth a budgeting framework that moves the City from an incremental budgeting approach to a more strategic program performance-based approach in order to better align resources with the needs of the City. Executive Order 1-53 and the accompanying Administrative Policy 4-10, ensure that budgeting and spending decisions focus on specific measureable outcomes that align with the Mayor's Priorities.

The FY2018 Budget reflects elements of this new approach, which is to be fully implemented by the FY2019 Budget.

FY2018 Key Initiatives:
The following is a list of key initiatives currently underway or planned for FY2018 that will help fulfill the Mayor's Priorities:

Initiative	Description	Primary Priority*
21st Century Policing	Deploy innovative strategies and techniques to engage the community in policing efforts and strengthen trust	Public Safety
311 Service Improvements	Ensure departments are responding to citizens' requests for service appropriately and within the stated timeframe	Services & Infrastructure
Complete Communities	Create attractive, inclusive, efficient, healthy and resilient neighborhoods that improve quality of life for residents	Complete Communities
Hire Houston Youth	Work with public and private partners to provide summer jobs and internships to Houston's youth	Complete Communities
Homelessness & Panhandling Strategies	Expedite efforts to provide more permanent housing for homeless and reduce panhandling	Complete Communities
Long-range Financial Plan Implementation	Focus on achieving annual budgets that are structurally balanced and clearly aligned to short and long-term goals	Sound Financial Management
Permitting Center Improvements	Improve the Houston Permitting Center operations to help foster safe and sustainable growth in the City	Services & Infrastructure
Street Repair	Continue to assess and repair citizen-reported potholes by the next business day and address long-term street repair needs	Services & Infrastructure
Stormwater Action Team (SWAT)	Work proactively to reduce drainage problems that are not directly attributable to overflow from the City's bayous	Services & Infrastructure
Turnaround Houston	Remove barriers to employment by offering resources to residents in Houston's low income, high crime areas	Complete Communities

*Initiatives may encompass multiple priorities. For brevity, these initiatives show linkage to the primary priority only.

Citywide Performance Measures

Citywide performance measures provide decision-makers and the public with a better understanding of the overall financial and operational health of the City. These measures show the results of the City's work and set targets aimed at making tangible improvements towards the Mayor's Priorities. The measures are categorized by Priority-area as follows:

Public Safety	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
911 Emergency Calls Answered within 10 Seconds	97%	90%	97%	90%
Dangerous Buildings Demolished	542	425	425	425
Fear of Crime Index[1]	25%	25%	18%	18%
Fire First Unit Response Time (Minutes)	7.4	7.3	7.3	7.4
Percent of Buildings Inspected by Fire in 5 Years	N/A**	N/A	30%	45%
Police Priority 1 Calls Responded to within 6 Minutes	56.6%	65.5%	68.3%	68.3%
Police UCR Part 1 Crime Clearance Rate	14.9%	17.3%	13.4%	13.9%
Police UCR Part 1 Crime Rate (Per 100,000)	5,505	5,945	5,397	5,734
Traffic Fatalities	240	210	255	224

Services & Infrastructure	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Average Age of Fleet	8.6	7.0	8.6	7.0
Citizen Satisfaction Rating of Flood Prevention (1-4)	N/A	N/A	1.9	2.5
Citizen Satisfaction Rating of Traffic Signals (1-4)	N/A	N/A	2.3	2.5
Citywide 311 Service Request On-Time Performance	N/A	N/A	65%	90%
Commercial Plan Reviews Completed within 15 Days	44%	90%	91%	93%
Overall City Customer Satisfaction Rating (1-4)	N/A	N/A	2.4	3.0
Pavement Condition Index – City Streets Average (1-100)	73	73	72	73
Potholes Repaired within Next Business Day	65%	95%	95%	95%
Sanitary Sewer Outflows (per 100 Miles of Pipe)	25	25	21	18

**Please note that several of the measures have "N/A" or "TBD" values, as they are new City performance measures.

[1] Fear of Crime Index is based on the percentage of respondents who were "very worried" about becoming a victim of a crime. Houston Area Survey, Rice Kinder Institute, May 2017

Citywide Performance Measures

Complete Communities *(Measures still in development)*	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Citywide Average School Rating[2] (1-100)	43	N/A	TBD	TBD
Harris County Unemployment Rate	4.7%	4.5%	5.9%	5.0%
Residents Living within a Quarter Mile of Transit	N/A	N/A	TBD	TBD
Residents who Spend 45% or Less of Income on Housing and Transportation[3]	82%	N/A	TBD	TBD
Residents within a 10-Minute or Half-Mile Walk to a Park[4]	48%	48%	48%	48%
Residents without Adequate Food Access Nearby[5]	34%	N/A	TBD	TBD

Sound Financial Management	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
General Fund Balance % of Expenditures	11.84%	9.39%	10.99%	9.27%
General Fund Surplus or (Deficit)	($47M)	($10M)	($12M)	($39M)
General Fund Expenditures Budget vs Actual Utilization	98%	98%	101%	98%
General Fund Revenues Budget vs Actual Utilization	100%	100%	101%	100%
General Fund Expenditures Per Capita	$872	$882	$881	$865
General Fund Revenues Per Capita	$1,002	$991	$1,002	$1,007
Pension Payments as a % of Expenditures	8.9%	8.6%	9.0%	8.0%
Pension Payments Per Capita	$163	$167	$168	$156

See Appendix section page XV - 17 - for Definitions of Performance Measures.

[2] Source: Children at Risk: Annual School Rankings, 2017 (released in June for prior calendar year)
[3] Source: Center for Neighborhood Technology, Housing & Transportation Index
[4] Source: Trust for Public Land, Parkscore Index 2018
[5] Source: USDA Food Access Research Atlas

Table I
EXPENDITURE SUMMARY BY DEPARTMENT

	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Public Safety				
Police Department				
General Fund	800,918,021	823,455,228	823,455,228	**827,310,800**
Special Revenue Fund(s)	36,698,659	38,849,682	36,159,472	**38,428,346**
Total Police Department	**837,616,680**	**862,304,910**	**859,614,700**	**865,739,146**
Fire Department				
General Fund	504,176,583	505,210,606	505,194,175	**481,151,022**
Houston Emergency Center				
General Fund	10,495,106	10,247,387	10,247,387	**9,762,358**
Special Revenue Fund(s)	25,794,232	27,761,817	27,662,701	**27,635,126**
Total Houston Emergency Center	**36,289,338**	**38,009,204**	**37,910,088**	**37,397,484**
Municipal Courts Department				
General Fund	27,705,056	29,158,131	28,797,406	**30,433,858**
Special Revenue Fund(s)	2,592,359	3,660,634	2,715,547	**3,346,097**
Total Municipal Courts Department	**30,297,415**	**32,818,765**	**31,512,953**	**33,779,955**
Total Public Safety	**1,408,380,016**	**1,438,343,485**	**1,434,231,916**	**1,418,067,607**
Development & Maintenance Services				
Public Works & Engineering				
Enterprise Fund(s)	1,635,188,345	1,867,154,500	1,777,315,846	**1,932,224,000**
General Fund	30,667,378	31,067,180	31,021,413	**33,338,578**
Special Revenue Fund(s)	94,552,992	98,747,200	82,809,163	**97,828,100**
Total Public Works & Engineering	**1,760,408,715**	**1,996,968,880**	**1,891,146,422**	**2,063,390,678**
Solid Waste Management				
General Fund	74,564,420	83,746,262	83,698,068	**80,161,423**
Special Revenue Fund(s)	3,592,752	5,084,911	4,149,395	**4,366,543**
Total Solid Waste Management	**78,157,172**	**88,831,173**	**87,847,463**	**84,527,966**
General Services				
General Fund	40,705,672	41,275,746	41,019,034	**42,208,795**
Special Revenue Fund(s)	14,027,480	16,249,342	16,249,342	**19,225,803**
Total General Services	**54,733,152**	**57,525,088**	**57,268,376**	**61,434,598**
Planning & Development				
General Fund	5,803,757	4,437,841	4,238,415	**3,508,305**
Special Revenue Fund(s)	2,867,079	7,058,660	6,316,192	**6,870,018**
Total Planning & Development	**8,670,836**	**11,496,501**	**10,554,607**	**10,378,323**
Total Development & Maintenance Services	**1,901,969,875**	**2,154,821,642**	**2,046,816,868**	**2,219,731,565**
Human & Cultural Services				
Department of Neighborhoods				
General Fund	12,471,529	11,764,711	11,561,129	**11,486,366**
Housing & Community Development				
General Fund	489,712	532,806	532,806	**492,996**
Library				
General Fund	39,695,161	40,931,206	40,867,443	**40,568,753**
Special Revenue Fund(s)	495,784	169,368	169,368	**236,600**
Total Library	**40,190,945**	**41,100,574**	**41,036,811**	**40,805,353**
Parks and Recreation				
General Fund	70,169,414	73,481,187	73,481,187	**70,215,410**
Special Revenue Fund(s)	9,929,995	11,805,922	11,507,624	**13,966,403**
Total Parks and Recreation	**80,099,409**	**85,287,109**	**84,988,811**	**84,181,813**

Table I
EXPENDITURE SUMMARY BY DEPARTMENT

	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Houston Health Department				
General Fund	61,248,377	65,691,549	65,508,354	**67,130,778**
Special Revenue Fund(s)	27,166,726	37,741,388	33,264,023	**41,162,453**
Total Houston Health Department	**88,415,103**	**103,432,937**	**98,772,377**	**108,293,231**
Convention & Entertainment				
Enterprise Fund(s)	99,446,318	98,955,498	98,655,003	**97,603,989**
Total Human & Cultural Services	**321,113,016**	**341,073,635**	**335,546,937**	**342,863,748**
Administrative Services				
Mayor's Office				
General Fund	7,999,989	7,717,465	7,717,465	**7,472,916**
Special Revenue Fund(s)	7,071,112	25,724,620	25,376,811	**23,466,757**
Total Mayor's Office	**15,071,101**	**33,442,085**	**33,094,276**	**30,939,673**
Office of Business Opportunity				
General Fund	2,835,394	3,048,776	2,958,579	**3,049,344**
Special Revenue Fund(s)	633,475	872,024	872,024	**746,863**
Total Office of Business Opportunity	**3,468,869**	**3,920,800**	**3,830,603**	**3,796,207**
City Council				
General Fund	17,464,641	11,956,424	11,956,424	**9,978,068**
City Controller				
General Fund	8,037,765	8,887,816	8,887,816	**8,621,182**
Finance Department				
General Fund	17,656,942	19,625,006	19,054,344	**19,052,219**
Administration and Regulatory Affairs				
General Fund	29,241,234	30,554,734	30,497,710	**28,868,153**
Special Revenue Fund(s)	34,097,001	34,784,241	32,988,288	**34,363,100**
Total Administration and Regulatory Affairs	**63,338,235**	**65,338,975**	**63,485,998**	**63,231,253**
Houston Information Technology Services				
General Fund	22,273,983	23,450,391	22,575,709	**17,067,639**
City Secretary				
General Fund	684,768	907,716	853,609	**888,604**
Human Resources				
General Fund	3,389,887	3,056,068	3,056,068	**3,170,587**
Legal				
General Fund	15,485,285	16,046,496	15,935,591	**16,094,331**
Total Administrative Services	**166,871,476**	**186,631,777**	**182,730,438**	**172,839,763**
Other				
Houston Airport System				
Enterprise Fund(s)	472,236,428	495,887,166	495,887,166	**503,861,030**
General Debt Service				
General Fund	346,000,000	293,155,978	293,155,978	**367,893,000**
General Government				
General Fund	197,731,316	200,539,558	200,463,250	**195,177,530**
Total Other	**1,015,967,744**	**989,582,702**	**989,506,394**	**1,066,931,560**
Grand Total Expenditures	**4,814,302,127**	**5,110,453,241**	**4,988,832,553**	**5,220,434,243**

Totals include General, Special and Enterprise Funds. Totals do not include Service Chargeback and Internal Service Funds.

TABLE II
CITYWIDE REVENUE SUMMARY

Listed below are the resources for all City funds by category. All City funds include General, Special, and Enterprise excluding interfund transfers. The largest revenue source for the City is general property taxes, which are projected to increase by approximately 0.69%. The second largest source of revenues is collection from the City's Combined Utility System for water and sewer charges, which are projected to increase by approximately 4.02%. Together these two sources account for approximately 52.19% of all City revenues.

CITYWIDE REVENUE BY SUMMARY
($ in Millions)

Revenue Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget	FY2018 vs FY2017	% of Total
General Property Taxes	1,099	1,133	1,158	1,166	0.69%	27.01%
Water & Sewer	1,019	1,045	1,045	1,087	4.02%	25.18%
Sales Taxes	640	615	621	627	0.97%	14.52%
Aviation	486	486	486	494	1.65%	11.44%
Charges for Services	232	232	235	235	0.00%	5.44%
Franchise Fees	195	197	192	184	-4.17%	4.27%
Intergovernmental	133	159	158	148	-6.33%	3.43%
Licenses and Permits	130	129	121	121	0.00%	2.80%
Other Tax	105	103	102	102	0.00%	2.36%
Other	92	80	72	74	2.78%	1.71%
Fines and Forfeits	44	40	39	39	0.00%	0.91%
Interest Income	19	21	23	22	-4.35%	0.51%
Industrial Assessment	19	18	18	18	0.00%	0.42%
Total Revenue	**4,213**	**4,258**	**4,270**	**4,317**	**1.10%**	**100.00%**

Total may reflect slight variances due to rounding.

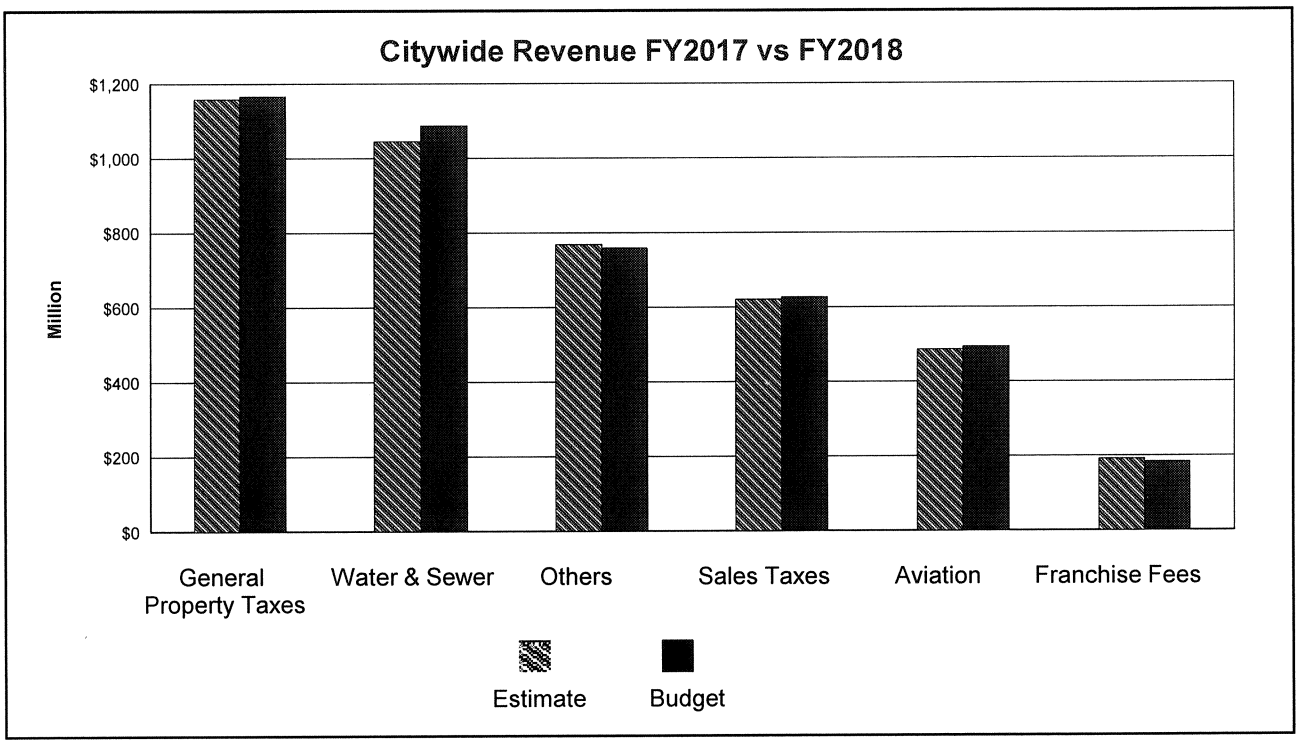


TABLE III
CITYWIDE EXPENDITURE SUMMARY

Listed below are the expenditures for all City funds by category. All City funds include General, Special, and Enterprise excluding interfund transfers between those funds. Totals do not include Service Chargeback and Internal Service Funds. Personnel services, accounting for less than 50%, is the largest expenditure category projected at 45.49%. The second largest City expenditure is on payment of principal and interest on long-term debt, which is 31.07% of total expenditures. Together these two categories account for approximately 76.56% of all City expenditures.

CITYWIDE EXPENDITURE BY CATEGORY
($ in Millions)

Expenditure Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget	FY2018 vs FY2017	% of Total
Personnel Services	1,986	2,056	2,034	2,047	0.64%	45.49%
Debt Service and Other Uses	1,270	1,334	1,320	1,398	5.91%	31.07%
Other Services and Charges	781	834	805	852	5.84%	18.93%
Supplies	112	115	113	117	3.54%	2.60%
Equipment	22	68	28	72	157.1%	1.60%
Non-Capital Equipment	11	14	11	14	27.27%	0.31%
Total Expenditure	**4,182**	**4,421**	**4,311**	**4,500**	**4.38%**	**100.00%**

Total may reflect slight variances due to rounding.

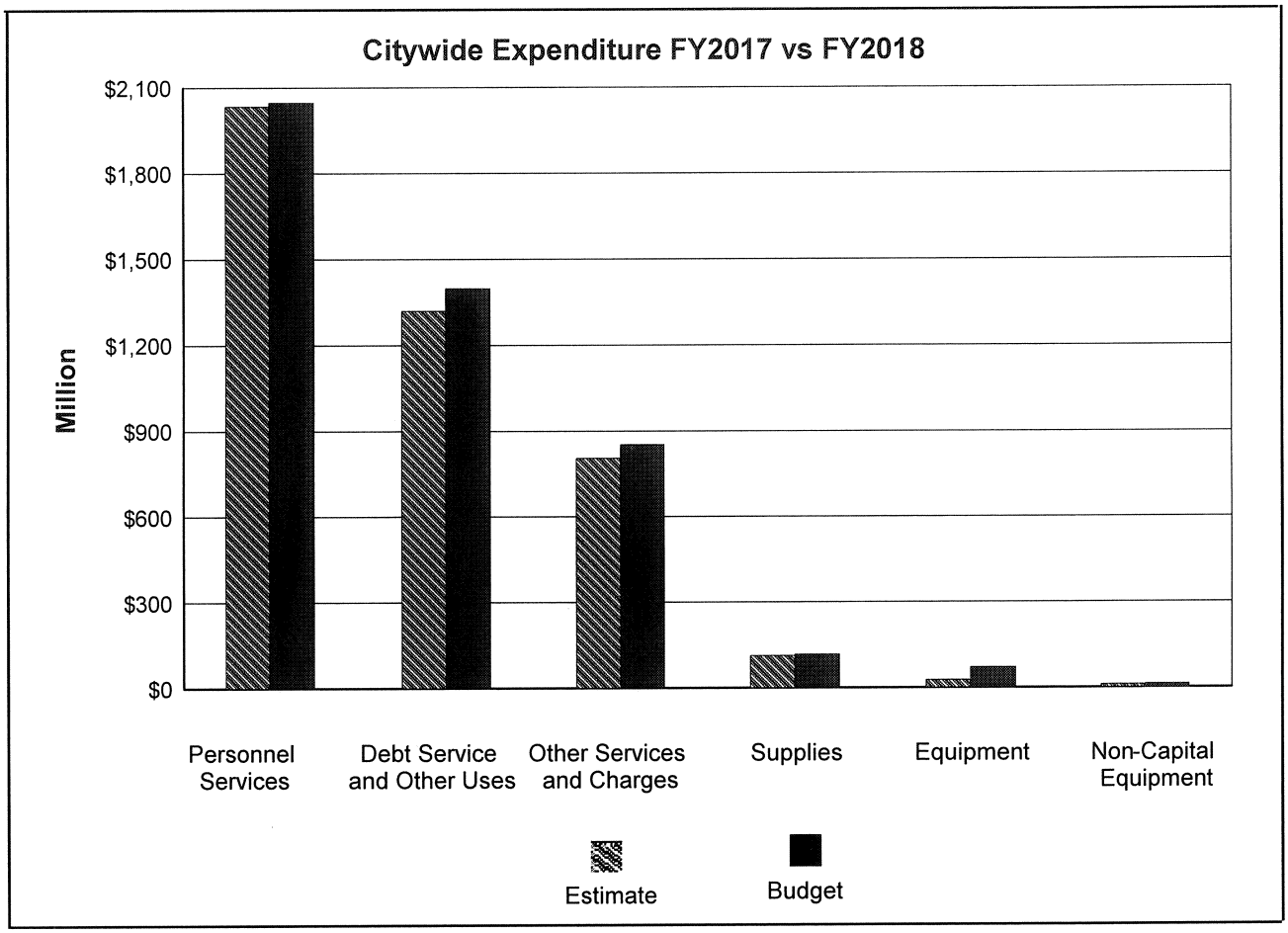


TABLE IV
CITYWIDE PERSONNEL SUMMARY

Fund / Business Area	Full-Time Equivalents (FTEs)				Overtime FTEs		
	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget	FY2016 Actual	FY2017 Current Budget	FY2018 Budget
GENERAL FUND							
Public Safety							
Fire/Cadets	117.1	125.2	112.0	61.4	0.0	0.0	0.0
Fire/Civilian	107.4	113.9	108.7	109.8	0.5	0.4	0.5
Fire/Classified	4,001.3	4,069.8	4,067.6	4,119.3	244.1	170.9	116.1
Municipal Courts Department	280.5	293.1	286.2	280.2	0.2	0.0	0.0
Police/Cadets	140.5	174.1	170.9	137.7	0.0	0.0	0.0
Police/Civilian	1,037.8	1,101.6	1,105.2	1,040.2	32.4	29.5	5.0
Police/Classified	5,100.4	5,187.7	5,136.0	5,118.5	130.8	116.3	36.1
Total Public Safety	**10,785.0**	**11,065.4**	**10,986.6**	**10,867.1**	**408.0**	**317.1**	**157.7**
Development & Maintenance Services							
General Services	133.3	137.6	132.4	134.1	4.4	3.5	4.5
Planning & Development	59.5	32.5	31.4	29.1	0.3	8.0	0.0
Public Works and Engineering	12.6	15.0	14.3	14.7	0.1	0.1	0.1
Solid Waste Management	436.3	438.6	438.6	428.7	71.4	86.3	37.5
Total Development & Maintenance Services	**641.7**	**623.7**	**616.7**	**606.6**	**76.2**	**97.9**	**42.1**
Human & Cultural Services							
Housing & Community Development	0.5	1.0	1.0	0.5	0.2	0.0	0.0
Houston Health Department	443.0	444.7	441.3	434.7	4.7	2.4	3.2
Library	466.0	467.6	467.6	467.9	0.0	0.6	0.0
Neighborhoods	105.9	115.0	108.8	106.6	1.7	2.4	0.6
Parks & Recreation	643.4	703.0	703.0	696.8	14.5	13.6	5.1
Total Human & Cultural Services	**1,658.8**	**1,731.3**	**1,721.7**	**1,706.5**	**21.1**	**19.0**	**8.9**
Administrative Services							
Administration and Regulatory Affairs	203.7	214.3	209.2	207.8	1.2	1.1	1.1
City Controller	60.3	64.5	64.5	62.5	0.0	0.0	0.0
City Council	77.6	87.5	87.5	86.0	0.0	0.0	0.0
City Secretary	9.1	12.0	11.0	10.7	0.1	0.0	0.2
Finance Department	105.8	116.4	106.6	110.7	0.0	0.0	0.0
Houston Information Technology Services	154.6	158.5	149.0	108.3	2.2	1.1	1.9
Human Resources	33.2	28.8	28.8	27.5	0.0	0.0	0.0
Legal	120.0	119.9	119.4	116.4	0.0	0.0	0.0
Mayor's Office	49.5	45.7	45.7	44.7	0.0	0.5	0.0
Office of Business Opportunity	28.2	30.0	28.4	29.5	0.0	0.0	0.0
Total Administrative Services	**842.0**	**877.6**	**850.1**	**804.1**	**3.5**	**2.7**	**3.2**
Total GENERAL FUND	**13,927.5**	**14,298.0**	**14,175.1**	**13,984.3**	**508.8**	**436.7**	**211.9**

TABLE IV
CITYWIDE PERSONNEL SUMMARY

Fund / Business Area	Full-Time Equivalents (FTEs)				Overtime FTEs		
	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget	FY2016 Actual	FY2017 Current Budget	FY2018 Budget
ENTERPRISE FUNDS							
Aviation	1,187.4	1,161.0	1,161.0	1,199.8	58.2	54.6	55.1
PW&E - Public Utilities-Water & Sewer	2,031.6	2,233.9	2,133.2	2,225.4	160.1	123.5	126.9
Total Enterprise Funds	**3,219.0**	**3,394.9**	**3,294.2**	**3,425.2**	**218.3**	**178.1**	**182.0**
SPECIAL REVENUE FUNDS							
ARA - BARC Special Revenue	100.5	119.6	112.9	116.2	0.0	0.0	0.0
ARA - Parking Management	69.5	74.0	74.0	74.0	0.9	0.9	0.9
GSD - Maintenance Renewal and Replacement	62.4	74.8	74.8	74.9	2.0	3.8	3.8
HEC - Houston Emergency Center	235.2	251.3	251.3	253.6	12.3	10.8	11.4
HHD - Essential Public Health Services Fund	94.9	182.0	137.5	201.7	0.0	0.0	0.0
HHD - Health Special Revenue	13.6	21.9	18.0	26.1	0.1	0.0	0.0
HHD - Special Waste	25.0	45.4	43.3	44.9	0.5	0.6	0.6
HHD - Swimming Pool Safety	12.5	14.1	13.1	13.6	0.5	0.0	1.5
HPD - Asset Forfeiture/Civilians	0.0	0.0	0.0	0.0	0.2	0.0	0.0
HPD - Asset Forfeiture/Classified	0.0	0.0	0.0	0.0	25.2	30.6	30.6
HPD - Auto Dealers/Civilians	7.4	9.0	6.2	9.0	0.8	2.4	0.8
HPD - Auto Dealers/Classified	21.7	23.0	21.3	23.0	2.0	4.1	5.7
HPD - Forensic Transition Special/Civilians	55.0	30.0	29.3	26.0	0.4	1.1	1.1
HPD - Forensic Transition Special/Classified	59.4	40.0	28.4	28.0	2.5	1.9	1.9
HPD - Special Services/Civilians	5.4	5.0	2.0	2.0	0.3	0.0	2.2
HPD - Special Services/Classified	0.0	0.0	0.0	0.0	62.4	64.7	48.6
HPL - Digital Houston	3.2	0.0	0.0	0.0	0.0	0.0	0.0
MCD - Juvenile Case Manager Fee	18.3	23.0	19.8	22.0	0.0	0.0	0.0
MCD - Municipal Courts Technology Fee Fund	0.5	1.0	1.0	1.0	0.0	0.0	0.0
MYR - Cable Television	17.5	19.0	19.0	19.0	0.3	0.0	0.3
MYR - Tourism Promotion Special Rev Fund	22.0	23.5	23.5	23.5	0.6	0.5	0.7
OBO - Contractor Responsibility Fund	2.0	2.0	2.0	2.0	0.0	0.0	0.0
PD - Planning & Development Special Revenue	12.4	47.5	41.5	47.5	0.0	0.0	0.0
PRD - Bayou Greenway 2020	10.1	17.0	17.0	17.0	0.7	0.0	0.0
PRD - Maintenance Renewal and Replacement	13.1	17.0	17.0	17.0	0.1	0.0	0.1
PRD - Parks Golf Special	70.7	81.5	74.5	74.5	1.8	4.2	2.4
PRD - Parks Special Revenue	10.0	11.0	11.0	15.5	0.0	0.0	0.0
PW & E - Building Inspection	547.7	610.3	585.9	611.5	41.1	47.8	33.4
PW & E - Dedicated Drainage & Street Renewal	463.4	500.1	478.4	501.2	41.6	21.1	25.4
PW & E - Houston TranStar	7.8	9.0	8.3	9.0	0.0	0.0	0.0
PW & E - Stormwater Utility	311.0	331.1	330.7	345.7	28.6	15.5	20.7
SWD - Recycling Revenue Fund	2.4	4.0	4.0	4.0	0.0	0.0	0.0
Total Special Revenue Funds	**2,274.6**	**2,587.1**	**2,445.7**	**2,603.4**	**224.9**	**210.0**	**192.1**
Total General, Enterprise and Special Fund	**19,421.1**	**20,280.0**	**19,915.0**	**20,012.9**	**952.0**	**824.8**	**586.0**

TABLE IV
CITYWIDE PERSONNEL SUMMARY

Fund / Business Area	Full-Time Equivalents (FTEs)				Overtime FTEs		
	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget	FY2016 Actual	FY2017 Current Budget	FY2018 Budget
INTERNAL SVC./SERVICE CHARGEBACK							
ARA - Property and Casualty	5.0	5.0	5.0	5.0	0.0	5.0	0.0
FIN - Central Svc Revolving	39.2	54.2	47.2	62.5	0.0	0.0	0.0
FMD - Fleet Management	348.8	387.2	380.8	387.2	22.4	18.9	26.7
GSD - Central Svc Revolving	0.5	1.0	1.0	1.0	0.0	0.0	0.0
GSD - In-House Renovation	27.9	30.0	28.6	29.0	0.3	0.3	0.3
GSD - Project Cost Recovery	36.1	38.0	34.9	36.2	0.0	0.0	0.0
HITS - Central Svc Revolving	54.9	53.7	54.7	99.7	0.0	0.0	0.0
HR - Central Svc Revolving	151.2	158.5	155.0	157.0	0.0	0.0	0.0
HR - Health Benefits	47.7	50.1	50.1	49.5	0.4	0.1	0.0
HR - Workers' Compensation	31.5	31.5	31.5	33.0	0.0	1.0	0.0
LGL - Property and Casualty	51.5	54.0	51.5	54.0	0.0	0.0	0.0
LGL - Workers' Compensation	2.0	2.0	2.0	2.0	0.0	0.0	0.0
PD - Central Svc Revolving	9.5	10.5	7.5	11.5	0.0	0.0	0.0
PW & E - Project Cost Recovery	302.7	336.7	316.8	349.0	2.0	4.0	3.6
Total Internal Svc./Service Chargeback	**1,108.5**	**1,212.4**	**1,166.6**	**1,276.6**	**25.1**	**29.3**	**30.6**
Total FTEs	**20,529.6**	**21,492.4**	**21,081.6**	**21,289.5**	**977.1**	**854.1**	**616.6**

SUPPLEMENTARY INFORMATION

Guide to Read the FY2018 Operating Budget ..... I - 2

Authority ..... I - 6

Brief Description of the Funds Used in Budget Process ..... I - 7

Significant Budgetary Policies ..... I - 14

Financial Policies ..... I - 16

Operating Budget Process ..... I - 31

Demographic/Economic Summary of the City ..... I - 35

GUIDE TO READING THE OPERATING BUDGET

This section explains the format and contents of the FY2018 Budget document. The major sections of the budget are described below.

THE MAYOR'S BUDGET MESSAGE

The Mayor's budget message to the City Council outlines the priorities upon which the FY2018 Budget was prepared. Service highlights and significant changes are discussed.

SUPPLEMENTARY INFORMATION

This section provides a City of Houston fact sheet with leading economic indicators, the authorization for the budget, and a detailed discussion of the budget methodology. An economic forecast, overview of the budget, overview of funds, and financial and budgetary policies are also presented. Summary information for all funds is presented by department.

GENERAL FUND

This section includes a fund summary, a General Fund resources summary, and a General Fund expenditure summary. These summaries are followed by General Fund departmental operating budgets.

The General Fund departments are grouped by function. The functions and their component departments are as follows:

PUBLIC SAFETY AND JUSTICE

- Fire
- Houston Emergency Center
- Municipal Courts
- Police

DEVELOPMENT AND MAINTENANCE SERVICES

- General Services
- Planning and Development
- Public Works and Engineering
- Solid Waste Management

HUMAN AND CULTURAL SERVICES

- Department of Neighborhoods
- Housing and Community Development
- Houston Health Department
- Library
- Parks and Recreation

ADMINISTRATIVE SERVICES

- Administration and Regulatory Affairs
- City Controller
- City Council
- City Secretary
- Finance
- Houston Information Technology Services
- Human Resources
- Legal
- Mayor's Office
- Office of Business Opportunity

GENERAL GOVERNMENT

GENERAL FUND DEBT SERVICE

A brief departmental narrative outlines the department's responsibilities, budget, and service level. A departmental organization chart shows divisions and/or programs with staffing and expenditure levels.

Also included is a graph that presents a nine-year departmental expenditure history and the adopted budget. Within a departmental summary, related totals may vary slightly due to rounding.

- Department/Budget Summary

  This form includes summaries of expenditures, revenues, and staffing levels for the FY2016 Actual, FY2017 Budget, FY2017 Estimate, FY2018 Budget and FY2018 highlights of services or new programs. The FY2017 Estimate (FY2017 Projected) is based on the March 2017 Monthly Financial Report (MoFR) for General, Enterprise, Special Revenue, and Internal Service Funds.

- Programs by Department

  This form summarizes departmental program objectives, expenditures, staffing levels, and performance measures for the FY2016 Actual, FY2017 Estimate, and FY2018 Budget.

- Department Revenue Summary

  This form provides departmental revenue information by revenue source for the FY2016 Actual, FY2017 Budget, FY2017 Estimate and FY2018 Budget.

ENTERPRISE FUNDS

The City of Houston has three Enterprise Fund operations: Aviation, Convention and Entertainment Facilities and the Combined Utility System. These funds have the same budget presentation as described for General Fund departments, with the exception of the Fund Summary that follows the departmental narrative. Aviation's Airport Capital Outlay Fund and Combined Utility System's Water and Sewer System Operating Fund are separate funds for the purchase of capital outlay items. The Combined Utility System Water and Sewer Operating Fund pay the debt service, in addition to making operating transfers to the Combined Utility System General Purpose Fund. The fund is used for capital outlays, discretionary payments, transfers to Storm Water, and other permissible activities. In general, the Fund Summary includes the following items for the FY2017 Budget, the FY2017 Estimate, and the FY2018 Budget:

- Beginning fund balance/equity
- Current and projected revenues
- Current and projected expenditures
- Planned ending fund balance
- Fund balance distribution, where appropriate

SPECIAL REVENUE FUNDS

Special Revenue Funds are established to account for the proceeds of specific revenue sources, which are restricted to expenditures for specified purposes. In FY2018, the Special Revenue Funds include the following:

- Asset Forfeiture
- Auto Dealers
- BARC Special Revenue Fund
- Bayou Greenway 2020 Fund
- Building (Court) Security Fund
- Building Inspection
- Cable Television
- Child Safety
- Contractor Responsibility Fund
- Dedicated Drainage and Street Renewal Fund (DDSRF)
- Digital Houston
- Essential Public Health Services Fund
- Forensic Transition Special Fund
- Health Special Revenue Fund
- Historic Preservation Fund
- Houston Emergency Center
- Houston TranStar Center
- Juvenile Case Manager Fee Fund
- Laboratory Operations and Maintenance Fund
- Maintenance Renewal and Replacement Fund
- Parking Management
- Parks Special Revenue
- Parks Golf Special Fund
- Planning and Development Special Revenue Fund
- Police Special Services
- Recycling Revenue Fund
- Special Waste Fund
- Storm Water
- Supplemental Environmental Protection
- Swimming Pool Safety Fund
- Technology Fee Fund
- Tourism Promotion Special Revenue Fund

INTERNAL SERVICE FUNDS

Internal Service Funds are established for the purpose of providing services to City departments on a cost-reimbursement basis. Services provided by personnel in this fund type are charged to the department receiving the services. The Internal Service Funds section includes the following operations in FY2018:

- Health Benefits
- Long-Term Disability

The presentation format for the Internal Service Funds is identical to the Enterprise Funds.

CAPITAL AND EQUIPMENT

The Capital and Capital Improvement Plan Program has its own budget cycle. A 5-year plan is adopted by City Council annually detailing planned appropriations. After adoption of the plan the outlined programs are presented to City Council for appropriation separately.

SERVICE CHARGEBACK FUNDS

Service Chargeback Funds, previously known as Revolving Funds, are also established to provide services on a cost-reimbursement basis and as an administrative convenience. In these funds, supplies and services are delivered or acquired on behalf of a department, which is charged back for its portion of the expense. Unlike Internal Service Funds, Service Chargeback Funds have a zero balance at year end – the revenues received by these funds from the departments they provide services to are equal to the amount of these funds' expenditures. For example, the Central Services Revolving Fund pays the electrical bills for departments and is then reimbursed. This procedure also allows for the accurate allocation of costs by departments and funds that use the modified accrual basis of accounting. These funds are sub-funds of the General Fund. The format for the Service Chargeback Funds is identical to the Enterprise Funds.

The Service Chargeback Funds section includes the following operations in FY2018:

- In-House Renovation
- Fleet Management
- Property and Casualty
- Workers' Compensation
- Central Services
- Project Cost Recovery

DEBT SERVICE FUNDS

This section consists of a narrative explaining the purpose of these funds, highlights of the FY2018 Budget, the reserve policy, and Fund Summary tables. In addition, this section includes the Annual Financing Plan (AFP), which outlines the proposed schedule for various debt issuances in the upcoming fiscal year.

APPENDICES

This section includes the glossary, which defines key budget terms as well as revenue and expenditure line item details for the General fund. These include line item details for the FY2016 Actual, FY2017 Budget, FY2017 Estimate and FY2018 Budget.

Also included are schedules for revenue supported debt service, Non-Major Special Revenue Funds, Budget Summary by Fund, as well as a summary of the FY2018 City Council actions and FY2018 Budget Ordinance. A departmental cross reference is included in the appendices. This is an alphabetical listing by department, of all funds and where they are located in the FY2018 Operating Budget, by section, and page number.

AUTHORITY

The City of Houston's Operating Budget is proposed and approved in accordance with state law, the City Charter, and the City Code of Ordinances.

- The Mayor submits the Operating Budget and the Capital Improvement Plan (CIP) to the City Council for approval. The Operating Budget and Capital Improvement Plan include the following features:
  - Revenues, expenditures, and fund balances for FY2016 Actual, FY2017 Estimate, and the proposed budget for FY2018,
  - All City funds over which the City Council has discretionary approval authority,
  - Proposed estimates for the tax rate and the water and sewer rate for the upcoming fiscal year,
  - All projects for which appropriations will be made in the subsequent fiscal year, and
  - All outstanding obligations and indebtedness of the City.
- The City Council then reviews the Operating Budget and Capital Improvement Plan under the following actions:
  - Calls, publicizes, and conducts public hearings on the Operating Budget and CIP,
  - Proposes and approves recommended changes to the Operating Budget and CIP, and
  - Considers a separate ordinance, which approves the Operating Budget, a motion which adopts the Capital Improvement Plan, and ordinances which appropriate funds for approved budgetary purposes and projects.
- After the City Controller certifies that funds are available for all appropriations, the Council is presented with an appropriation ordinance.

Prior to the first day of the fiscal year, the City Council is authorized by the City Charter to adopt an ordinance appropriating funds to support the operations of City government. The ordinance usually appropriates most of the proposed budget. The level of appropriation will vary by fund, given the fiscal condition of the fund. This appropriation serves as an interim spending plan authorization until the General Appropriation Ordinance is considered by City Council. At the time of General Appropriation, most of the property tax revenue has been received and the City Controller is able to certify that funds are available for the entire budget.

BRIEF DESCRIPTION OF THE FUNDS USED IN BUDGET PROCESS

The City of Houston's financial management and accounting structure encompasses the ongoing operations and capital programs of twenty-three General Fund departments plus General Government and General Fund Debt Service, approximately forty-nine separate funds, and numerous independent entities or operations for which the City acts as trustee.

Governmental Funds

General revenues (i.e., property taxes, sales tax, franchise fees, municipal court fines, etc.) are budgeted and received in the General Fund for the support of most basic City services. Operations and services for public safety, financial services, libraries, solid waste management, health, most parks and recreation services, street traffic control, esplanade mowing and citywide administration are included in the General Fund.

Enterprise Funds

Three of the City's operating departments operate similar to private enterprises. Their operations and long-term debt are covered entirely by user fees or dedicated revenue sources.

The Public Utilities - Water and Sewer Fund is managed by the Combined Utility System. All maintenance, operation, reserve, and debt service requirements for Public Utilities are accounted for as an Enterprise Fund in the Public Works and Engineering Department. Capital equipment expenses for water and sewer services are recorded in the Public Utilities - Capital Outlay Fund. All capital outlay expenses for the Houston Airport System are budgeted in the Houston Airport System Capital Outlay Fund in full compliance with bond ordinances. Budgets covering maintenance and operations, reserves, and debt service for each of these funds are presented in the budget.

- Houston Airport System Revenue Fund
- Houston Airport System Capital Outlay Fund
- Combined Utility System
- Convention and Entertainment Facilities

Special Revenue Funds

The proceeds of dedicated revenue sources are budgeted and received in several Special Revenue Funds. The following describes the City's Special Revenue Funds:

- Asset Forfeiture Fund. This fund is administered by the Houston Police Department (HPD). The City receives forfeited funds resulting from HPD's role in drug-related seizures. This fund provides resources beyond HPD's General Fund budget for crime enforcement. Specifically, this fund is used to address the drug problem in a manner consistent with the department's Comprehensive Narcotics Plan.

- Auto Dealers Special Revenue Fund. This fund is budgeted to collect the license fees paid by tow truck drivers and various automotive sales, repair, storage and salvage dealers to finance a portion of the Houston Police Department's enforcement efforts regarding privately owned storage lots. This fund is also administered by the Houston Police Department.

- BARC Special Revenue Fund. BARC (Bureau of Animal Regulation and Care) is authorized to receive funds from any source for the purpose of supporting the maintenance and operation of the City's animal shelter facilities and programs. This fund is administered by the Administration and Regulatory Affairs Department.

- Bayou Greenway 2020 Fund. This fund is administered by the Houston Parks and Recreation Department (HPARD). The fund was created to manage the HPARD's maintenance of the White Oak Bayou Trail based upon the Bayou Greenways 2020 initiative agreement entered into between the City of Houston and the Houston Parks Board, Inc. in December 2013.

- Building (Court) Security Fund. This fund was established in FY1997 and is administered by the Municipal Courts Department. The fund includes all security related contractual expenditures and additional security enhancements for the courts. Revenue is generated by the collection of a court fee for each paid conviction as allowed by State law.

- Building Inspection Special Fund. This fund includes all construction and building permit revenues and expenditures for inspections and permitting activities. Outdoor sign license fees are received in this fund for enforcement of the City's sign ordinance. This fund is administered by the Public Works and Engineering (PWE) Department.

- Cable Television Special Fund. This fund, under certain cable television franchise agreements with the City, receives contributions on a subscriber basis. This fund is used for public access cable television programming and related costs. The Mayor's Office is responsible for administering this fund.

- Child Safety Fund. This fund is used to account for monies received for public, parochial and private school crossing guard programs. Revenues to the fund come from an assessment of Municipal Court fees on non-criminal municipal violations and a portion of each vehicle registration authorized by Harris County. The Houston Police Department administers this fund.

- Contractor Responsibility Fund. This fund is managed by the Office of Business Opportunity (OBO) and governed by Executive Order 1-7. Funds are collected through the implementation of the Pay or Play Program, which is administered by OBO. The revenue collected in the Contractor Responsibility Fund is used to offset the cost of uninsured citizens in the Houston and Harris County area.

- Dedicated Drainage and Street Renewal Fund (DDSRF). The fund was established in FY2012. The DDSRF provides a dedicated, pay-as-you-go fund for enhancement, improvement and ongoing renewal of Houston's drainage and streets, as well as traffic control operations.

- Digital Houston Fund. This fund is used by the City of Houston to build a citywide wireless broadband Wi-Fi mesh network that will provide affordable high-speed internet access for residents and visitors to Houston; thus creating a digital future for Houstonians through a digital literacy effort in support of achieving Houston's educational workforce and educational goals. This fund was closed in fiscal year 2017.

- Essential Public Health Services Fund. This fund was created for the purpose of offsetting costs associated with the administration of Medicaid Transformation Waiver projects and to perform other essential public health services as defined by Chapter 121 of the Texas Health and Safety Code. This fund is administered by the Houston Health Department.

- Forensic Transition Special Fund. This fund was created for the transition of forensic services from the Houston Police Department to the independent Houston Forensic Science Local Government Corporation (LGC). Forensic examination covers multiple scientific disciplines to include: Biology/Serology, Controlled Substances, Firearms, Toxicology, Computer Forensics, Crime Scene Unit, Audio – Video and Latent Prints.

- Health Special Revenue Fund. This fund includes several programs that are supported by ordinances including ambulance permits, food and drug, vital statistics, international travel immunizations, Geriatric Dental Program and specific public health purposes. This fund is administered by the Houston Health Department.

- Historic Preservation Fund. This fund is administered by the Planning and Development Department and the Houston Public Library. The fund was established in FY2010 to utilize funds set aside from the sale of historic fire stations by the City in FY2009. This fund is used to promote historic preservation programs. It utilizes the City funds as seed money to encourage private investment, attract grant funds, and support educational programs that will further preservation efforts in Houston. This fund also provides future funding for the maintenance needs of the historic Julia Ideson Building.

- Houston Emergency Center Fund. This fund consolidates the City's four separate emergency services (Police, Fire/EMS computer Aided Dispatch System, Radio System and Records Management Systems) into one state of the art facility. This fund is administered by the Houston Emergency Center Department.

- Houston TranStar Center Fund. This fund was established for the planning, design, operation and maintenance of transportation and emergency management operations within the greater Houston area. Funding is derived from revenue received from member agencies and is prorated based on occupancy and use of center facilities. This fund is administered by the Public Works and Engineering Department.

- Juvenile Case Manager Fee Fund. This fund was established FY2009 and is administered by the Municipal Courts Department. This fund includes expenditures for the salary, benefits, and operational costs related to the Juvenile Case Manager staff. Revenue is generated by the collection of a court fee for each paid conviction as allowed by State law. The mission of the Juvenile Case Manager Fee Fund is to partner with school districts within the City of Houston in an effort to increase school attendance and reduce truancy through early identification, assessment and prevention services, to enhance the accountability of students and families, and to limit a juvenile's exposure to the criminal justice system.

- Laboratory Operations and Maintenance Fund. This fund is solely designated for laboratory operations and maintenance for the retention of all revenue from laboratory fees. It pertains to Ordinance Amending Chapter 21 of the Code of Ordinance relating to laboratory fee. This fund is administered by the Houston Health Department.

- Maintenance Renewal and Replacement Fund (MRR). This fund is to provide funds needed to maintain and replace systems in buildings and assets as well as to protect the City of Houston's investments. This fund recognizes the shared responsibility of the City and its departments to maintain, upgrade, or replace building systems as they approach the end of their life cycle. This fund also addresses development and maintenance of the physical infrastructure of these facilities. This fund is administered, in partnership, by General Services Department and Parks and Recreation Department.

- Parking Management Fund. This fund is responsible for managing and providing on-street parking alternatives to the citizens in the Greater Houston area. This fund is administered by the Administration and Regulatory Affairs Department.

- Parks Golf Special Revenue Fund. This fund was created to receive the revenues derived from all golf facilities, whether operated by the City or private entities, including all related concession fee revenues which are to be used exclusively for the maintenance, operation and improvement to any or all such golf courses.

- Parks Special Revenue Fund. This is a Parks and Recreation Department fund to account for revenue from revenue generating activities and certain expenditures related to operations of the City's municipal tennis centers. As well as supplementing youth programs.

- Planning and Development Special Revenue Fund. This fund was established in FY2016 to support development-related services such as: subdivision plat review, permit review and one half of the lot size/minimum building line program. This fund is administered by the Planning and Development Department.

- Police Special Services Fund. This fund is used to account for activities that are not covered under the General Fund Budget. The activities include: joint police operations, security and traffic control, undercover support services and use of Houston Police Department facilities. The Houston Police Department administers this fund.

- Recycling Revenue Fund. This fund was created to allocate dedicated funds to be used for the expansion and implementation of the City's Recycling Programs. Efforts include citywide tree waste recycling, additional neighborhood depository sites, curbside recycling and increased education and outreach. These efforts allow the City to improve its current landfill diversion rate. This fund is administered by the Solid Waste Management Department.

- Special Waste Fund. The purpose of this fund is to prevent the infiltration of fats, oils, and grease into the sanitary sewer system, and to assure that the City's infrastructure and the health of the citizens are protected. All fees collected are expended only for the costs of permitting, inspecting, monitoring, controlling, educating and enforcing any violation pertaining to the management and disposal of the City-regulated waste. This fund is administered by the Houston Health Department.

- Storm Water Fund. This fund receives revenues from the Combined Utility System Fund and Dedicated Drainage and Street Renewal Fund. Funds are transferred to this fund to support storm water drainage operation and maintenance activities. The core purpose is to provide the best level of maintenance to the storm water infrastructure with the resources provided and to maintain flow of storm water free of debris and foreign objects that cause flooding.

- Supplemental Environmental Protection Fund. This fund is used for the advancement of the goals of clean air and water and to enhance the community environment impacted by criminal environmental violators. This fund is administered by the Houston Police Department.

- Swimming Pool Safety Fund. This fund receives proceeds from enforcing municipal, state and federal pool and spa safety standards. State and federal pool and safety standards apply to all pools and spas serving more than two dwellings; in accordance with the requirements, operators of pools and spas at apartment or condominium projects are required to obtain permits and to comply with the standards. The fees collected in pursuant of swimming pool and spa safety are used for the purposes of activities related to permitting, inspecting, monitoring, abating, controlling, educating and enforcement of municipal, state and federal standards. This fund is administered by the Houston Health Department.

- Technology Fee Fund. This fund was established in FY2001 and is administered by the Municipal Courts Department. Revenue is generated by the collection of a court fee for each paid conviction as allowed by State law. The purpose of the fund is to finance technological enhancements for the Municipal Courts Department and maintain systems to operate in an efficient manner.

- Tourism Promotion Special Revenue Fund. Previously known as Houston Civic Events Fund, this fund is administered by the Mayor's Office. This fund was created to promote tourism through management and coordination of the civic celebration program, city's art and cultural plan, promote business travel and hotel occupancy in the City of Houston as well as protocol services.

Internal Service Funds

Internal Service Funds were established for the purpose of providing services to the City departments on a cost-reimbursement basis. These funds are shown in the Internal Service Funds section of the budget document. Included are the following:

- Health Benefits Fund. This fund was created to account for the financial activity of the City's medical and health-related plans. Employee, retiree, and the City premium contributions are budgeted as revenues. Medical and dental expenses, some self-insured medical claims, life insurance premiums, payments to employees for dependent care reimbursement, and health benefits program administrative costs are budgeted as expenditures. This fund is administered by the Human Resources Department.

- Long-Term Disability (LTD) Fund. This fund is used to account for the long-term sick leave benefits for eligible City employees. The LTD Fund is funded solely by the City through premiums charged to the departments based on the number of employees covered by the plan. Such premiums cover the cost of all benefits (claims) to the employees and third party administrative fees. This fund is administered by the Human Resources Department.

Service Chargeback Funds

Service Chargeback Funds, previously known as Revolving Funds, are established to provide services to other City departments on a cost-reimbursement basis and are shown in the Service Chargeback Funds section. Included are the following:

- Central Services Revolving Fund. This fund provides goods and services to operating departments. The receiving department's budget is charged for the actual cost incurred by the Central Services Revolving Fund, with the revolving fund revenue account credited by the same amount. As an example, citywide temporary personnel costs are budgeted in this fund.

- In-House Renovation Fund. This fund is used to capture the costs associated with the renovation and reconstruction of fire stations, police substations, office build-outs, and other facilities. All costs are charged to the revolving fund in anticipation of billing a bond fund, General Fund or Community Development Block Grant (CDBG) fund for reimbursement. This fund is administered by the General Services Department.

- Fleet Management Fund. This fund is administered by the Fleet Department, which is used to account for fleet maintenance for citywide departments.

- Property and Casualty Fund. This fund records the transactions of the City's self-insurance program for lost and personnel action claims. The Administration and Regulatory Affairs Department oversees the insurance functions while the Legal Department administers the claims portion. Revenue is generated from premiums assessed to other funds; premiums are based on projected expenditures.

- Workers' Compensation Fund. This fund was established to collect and report all costs of compliance to statutes related to Workers Compensation. The revenues are derived through charging the departments an administrative premium semi-monthly per employee plus all direct costs related to claim expenditures, which includes indemnity, medical and disability payments. This fund is administered by the Human Resources Department.

- Project Cost Recovery Fund. This fund is used to pay the costs of department employees who directly and indirectly work on Capital Improvement Plan (CIP) related projects. These costs are then recovered from the appropriate CIP project fund. This fund is administered by the Finance Department.

Equipment Acquisition Consolidated Fund

The Equipment Acquisition Consolidated Fund supports the acquisition of durable capital assets for all General Fund departments and selected Special Revenue Funds. Historically, funding has come from issuing Commercial Paper for the purchase of such capital assets. Funding continues to come from the issuance of Commercial Paper and other sources such as capital lease financing. This fund is administered by the Finance Department.

Debt Service Funds

General Obligation (GO) debt is secured by and payable from the receipts of an annual ad valorem tax levied, within legal limits, on taxable property within the City. The City has covenanted to assess, levy and collect an ad valorem tax in each calendar year, within applicable limitations, sufficient to pay the principal and interest on all outstanding obligations payable in such Tax Year. Such obligations include: (i) Public improvement bonds, (ii) Certificates of obligation, (iii) Certain obligations to fund a portion of the City's unfunded actuarial accrued liability to the City's pension programs, and (iv) General obligation on commercial paper notes.

The primary source of funds to make obligated payments is the General Fund, which annually transfers the legally required amount into the Debt Service Fund. The Debt Service Fund accumulates the resources necessary to pay the principal and interest on all outstanding obligations payable in that fiscal year. The Debt Service Fund makes payments for arbitrage rebate and administrative fees to administer the debt program.

The City's tax rate for Fiscal Year 2017 (Tax Year 2016) was $0.58642 (per $100 assessed valuation), which includes $0.131962 for debt service. This debt service tax rate is what determines the amount of funds that the General Fund is legally required to transfer into the Debt Service Fund.

Trust and Agency Funds

Comprehensive budgets for trust and agency funds are not included in the City's budget or the CIP due to City Council's limited authority to program expenditures.

Trust and Agency Funds are used to account for assets held by a government unit as trustee, or agent for the individuals, private organizations, other governmental units, and/or other funds. The City has created trust and agency funds for Tax Increment Reinvestment Zones (TIRZ) since FY1991. As development occurs in each zone, taxes generated by the increase in value attributable to those improvements, or "tax increment", are captured in separate funds set up for each TIRZ. TIRZ funds are then used to pay for approved project costs. Examples of typical costs include: infrastructure improvements in water, sanitary sewer and storm water systems, lighting, paving on public right-of-way, streetscaping, impact fees, and debt service on bonds sold for the same purpose. Contributions from other taxing jurisdictions participating in the TIRZ are collected by each respective jurisdiction and sent to the City for deposit in the TIRZ funds. The Mayor's Office of Economic Development/TIRZ administers the funds.

Capital Project Funds

Funding for major capital improvement projects, regardless of funding source, is presented in the five-year Capital Improvement Plan (CIP). Debt service requirements are budgeted in the General Debt Service Fund or Enterprise Funds where applicable. Funding for each capital project, including site acquisition, engineering and design, construction and initial equipment purchases (including environmental and civic art) required to make a facility operational are included in the CIP. Primary funding sources for the CIP are as follows:

- Commercial paper notes and Public Improvement Bond proceeds,
- Revenue Bond proceeds (e.g., bonds supported by Combined Utility System fees, Houston Airport System revenues, Convention and Entertainment Facilities revenue/hotel occupancy tax),
- Operating funds or capital reserve funds (e.g., operating budget funds),
- Contributions from private or other public sources (e.g., local private developers, other local governments and authorities, and state or federal agencies) participating in the City-sponsored projects.
- Grants such as Community Development Block Grant (CDBG).
- Tax Increment Reinvestment Zones (TIRZ).

The Finance Department administers these funds.

Other Financial Funds

Comprehensive budgets for certain entities are not included in the City's budget or the CIP due to the City Council's limited authority to program expenditures. They are included in the City's Comprehensive Annual Financial Report.

- Federal and state grants are accepted by the City and accounted for based upon each grant's respective fiscal period, which usually differs from that of the City (July 1 - June 30). If a grant requires a local match to fund payroll costs in whole or in part, the budget includes expenditures and revenues that pertain to these aspects of the grant in the receiving department or fund. These grants and contracts are approved by Council action at the time of the grant award.

- The City's three pension funds are governed by independent boards and are maintained separately from the operating, debt service, and capital funds. Contributions from both the employees and employer (City) are also maintained separately in the case of Deferred Compensation and Long-Term Disability programs.

- Other funds established by the City Council or the City Controller to account for contributions from private individuals (e.g., Library Gift Endowment Fund; Houston Parks Board Trust Fund; Water Fund (Water Aid to Elderly Residents); Houston Economic Development; and the Battaglia Trust Fund) are dedicated to specific unbudgeted but public purposes.

SIGNIFICANT BUDGETARY POLICIES

Basis of Budgeting and Accounting

The basis of budgeting and the basis of accounting used in the preparation of the City's annual financial report are the same for all governmental funds (general fund, special revenue fund, debt service fund, and capital projects) without exception. Revenues and expenditures are budgeted consistent with the City's financial statements, which are prepared in accordance with GAAP for all governmental funds.

Governmental funds are accounted for on a modified accrual basis. This means that revenues are recognized in the accounting period in which they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred, with the exception of long-term liability.

Significant receivables (revenues) and liabilities (expenditures) are recorded in the prior year's budget up to sixty days after fiscal year end if they represent earned income or expenditures as of June 30, the last day of the fiscal year. This includes the cost of employees' time as well as supplies, services, and equipment delivered by June 30.

For Enterprise Funds, the budgeting and accounting basis are the same except for depreciation and non-current expenses. Enterprise Funds are accounted for on a full accrual basis. Revenues and expenses are recorded when they are earned/incurred. Enterprise Funds focus on expenses related to maintenance and operations, equipment purchases, and exclude depreciation and other allocations related to income determination. Revenues received and expenses paid for goods and services delivered by June 30 are credited or charged to the current fiscal year's budget.

Encumbrance accounting is used to reserve funds committed to vendors for supplies, services and equipment throughout the year in all funds. However, encumbrances for items not delivered by June 30 are canceled and re-established against the new fiscal year budget for all operating budgets. Encumbrances do not establish expenditures/expenses or liabilities. Appropriations and encumbrances for capital project funds are maintained in effect until they are liquidated.

Reserves

In every budget since FY1982, the City's fund balance level has been a critical component of the City's financial management program. Likewise, the General Debt Service Fund balances have been budgeted to provide adequate reserves for debt service payments in the first seven months of the subsequent fiscal year. Pension fund contributions and employee health care costs have been funded with reserve components through the budget as well. These budgetary policies were recognized by City Council in the adoption of the financial policies previously mentioned.

Reserves exist in two forms:
- Those specifically created by ordinance, and
- Those maintained as unappropriated or unassigned ending fund balance.

Most of the City's budgetary reserves take the form of ending fund balances and are consequently the result of financial activity as presented in the City's financial statements.

General Fund Reserves

The following table shows the ending unassigned fund balance, the actual year end maintenance and operating costs for preceding fiscal years, the estimated year-end costs for the current fiscal year, and the proposed year-end costs for the subsequent fiscal year.

Historical Data FY1998 – FY2018
General Fund Available Fund Balances
($ thousands)

Fiscal Year	Unassigned Ending Fund Balance	M&O Expenditures
FY1998	106,856	956,893
FY1999	80,409	1,030,235
FY2000	66,590	1,064,160
FY2001	79,432	1,105,408
FY2002	80,335	1,206,160
FY2003	83,027	1,199,766
FY2004	88,659	1,235,994
FY2005	120,042	1,279,879
FY2006	175,832	1,368,746
FY2007	234,535	1,459,076
FY2008	253,514	1,567,484
FY2009	236,275	1,668,700
FY2010	165,383	1,676,367
FY2011	129,040	1,680,038
FY2012	171,677	1,590,044
FY2013	202,842	1,705,450
FY2014	222,620	1,821,588
FY2015	287,842	1,964,412
FY2016 Actual	236,946	2,347,911
FY2017 Estimate	225,277	2,336,735
FY2018 Budget	186,479	2,375,103

FINANCIAL POLICIES

The basic policies related to the City's financial and budgetary policies were formalized on November 10, 1987. These policies were expanded in subsequent years with the adoption of the Integrated Budgeting and Planning Resolution (88-87). New policies were adopted by Ordinance No. 2014-1078 in December 2014, and were subsequently amended to include provisions regarding pay-as-you-go funding in June 2015.

Below is a complete copy of the financial policies relevant to the FY2018 Budget along with City's current compliance status for each individual policy directly or indirectly relevant to the FY2018 Budget.

A. Definitions

Advance Refunding – A refunding under the federal tax code in which the refunded obligation is not redeemed for a period of more than 90 days after the issuance of the refunding issue.

Asset Renewal and Replacement – Cyclic repair and replacement of an asset's components [e.g., roofs, electrical systems, heating, ventilation, and air conditioning (HVAC) equipment, paving, replacement vehicles, computer servers, computer networks, and telephony systems] that extends the useful life and/or retains the usable condition of facilities, fleet, and systems not normally contained in the annual operating budget. Included are major building and infrastructure systems and components that have a maintenance cycle in excess of one year.

Balanced Budget – Budget in which revenues and other resources will be sufficient to support expenditures or uses within the fiscal year.

BFA – Budget and Fiscal Affairs Committee of City Council.

Budget Stabilization Fund, formerly called the "Rainy Day Fund" - Cash reserves available for any lawful use in the event of an emergency including temporary cash flow shortages, major disasters, economic instability, and other emergencies as determined by the City. A temporary cash flow shortage is a period of time where cash inflows are not sufficient to cover required outflows, even after the normal means for managing cash flow have been exhausted. Major disasters are any natural catastrophe including, but not limited to, hurricanes, tornados, floods, severe drought, and explosions, chemical or biological threats, or acts of terrorism. Economic instability is an unforeseen, unbudgeted dire financial situation affecting revenue and/or government spending such as declining property and sales tax revenues over the prior fiscal year and/or a very significant, rapid increase in inflation. Other emergencies are any unusual occasion or instance, unforeseen and/or unanticipated, for which the City expends funds in its efforts to save lives and to protect property, public health and safety or to lessen or avert the threat of catastrophe or major disaster.

Component Units – As defined by the Governmental Accounting Standards Board (GASB), component units are legally separate organizations that the City must include as part of its financial reporting entity for fair presentation.

Current Refunding – Refunding transaction where the refunded obligation will mature or be redeemed within 90 days from the date of issuance of the refunding issue.

Current Replacement Value - The standard industry cost and/or engineering estimate of materials, supplies, and labor required to replace a facility or item of equipment at its existing size and functional capability, and to meet applicable regulatory codes. When estimating Current Replacement Value, it should be assumed that code-compliant materials and systems will be used to replace the existing asset. Current Replacement Value is to be estimated for reconstructing an asset as it currently exists, without further modifications or improvements.

Entry Age Normal Actuarial Cost Method, also called Entry Age Actuarial Cost Method - A method which actuarial present value of the projected benefits of each individual included in an actuarial valuation is allocated

FINANCIAL POLICIES

on a level basis over the earnings or service of the individual between entry age and assumed exit age(s). The portion of this actuarial present value allocated to a valuation year is called the normal cost. The portion of this actuarial present value not provided for at a valuation date by the actuarial present value of future normal costs is called the actuarial accrued liability. Under this method, the actuarial gains (losses) are reflected as they occur in a decrease (increase) in the unfunded actuarial accrued liability.

Finance Working Group – Composed of the Mayor and City Controller (as used in connection with the activities of the Finance Working Group, other than the chairing of Finance Working Group meetings, the term "Mayor" or "City Controller" includes the designee of such office holder who may only be a City employee accountable to the designating office holder) and, upon the request of either the Mayor or City Controller, may also include:

- City Attorney or designees
- Finance Director or designees
- Other appropriate department directors or their designees
- Financial Advisor
- Bond Counsel
- Independent Auditor
- Any member of City Council interested in attending, or designee
- Others deemed necessary for the individual financing

Financial Advisor - With respect to a new issue of municipal securities, commonly refers to an individual or firm that advises the issuer or other obligated person on matters pertinent to the issue, such as structure, timing, marketing, fairness of pricing, terms and bond ratings. A financial advisor may also be employed to provide advice on subjects unrelated to a new issue of municipal securities, such as advising on cash flow and investment matters in connection with outstanding municipal securities.

Fiscal Note – Brief, high-level written estimate of the budgetary and fiscal impacts that may result from implementation of an ordinance, motion or resolution.

Fund Balance – Difference between fund assets and fund liabilities, also known as equity (for enterprise funds, fund balance is referred to as "Net Position" in line with GASB rules).

Major Renovation – Projects for the substantial rehabilitation or replacement of more than one building or building systems.

Non-Recurring Expenditures – Expenditures not expected to be funded each year. Examples include one-time transfers and one-time purchases.

Non-Recurring Revenues – Revenues that cannot be relied upon in future budget periods. Examples include, but are not limited to, Fund Balance, the sale of land (other than City rights-of-way), infrequent, irregular sales of City assets, bond refunding savings, infrequent, irregular revenues from development agreements, interlocal agreements, other contracts, short-term grants and one-time transfers, such as litigation settlements or non-routine transfers of fund balance from other funds.

Operating Maintenance - Preventive maintenance, where equipment, vehicles, and computer hardware are maintained *before* breakdown occurs in an attempt to avoid failures, and corrective maintenance, where equipment, vehicles, and computer hardware are maintained *after* breakdown occurs to bring it back to working order.

FINANCIAL POLICIES

PAYGO – "Pay-As-You-Go" capital funding is the process of paying for capital expenditures at the time the cost is incurred instead of using credit or debt for the purchase. PAYGO expenditures at the City are those capital expenditures that were historically funded by credit or debt and are now paid for with cash.

Recurring Expenditures – Expenditures expected to be funded each year in order to maintain current/status quo service levels. Recurring Expenditures appear in the budget each year. Examples include salaries, benefits, supplies and services, debt and recurring pass-through expenditures; long-term contractual obligations should also be considered, including availability payments related to participation in a public-private partnership. Other expenditures including, but not limited to, supplies, services, and transfers are recurring to the extent that expenditure levels in the current year match the expenditure levels in the previous year. For example, if computer supplies to support operations are needed every year and budgeted every year, this expenditure is considered recurring.

Recurring Revenues – Revenues expected to continue year to year with a reasonable degree of predictability. Examples include property taxes, sales taxes, licenses and permits, charges for services, fines and forfeits, franchise fees and recurring pass-through revenues. Small routine right-of-way sales are also considered Recurring Revenues, but all other land sales are Non-Recurring (one-time) Revenues. This does not include Fund Balance.

Structural Balanced Budget – Budget that balances Recurring Revenues and Recurring Expenditures and the current portion of all known long-term liabilities within the current fiscal year, including but not limited to: other post-employment benefits (OPEBs); compensated absences; and current annual service cost plus interest on unfunded pension liabilities, which is the difference between the total pension liability and the value of assets set aside in a pension plan to pay benefits, plus amortization of the unfunded liabilities over a program period (this definition is intended to align with the pension-related language in Section F.2.).

FINANCIAL POLICIES

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B. General Policies

1. With respect to the interpretation and application of these policies, the City shall comply with all applicable federal and state laws, the City Charter and Code of City Ordinances, Financial Accounting Standards Board (FASB) and Governmental Accounting Standards Board (GASB) standards, and all bond covenants, whether existing or hereafter provided, and associated ordinances relating to all budget, accounting, reporting, disclosure, and finance activities, and financial policies. In any conflict between these policies and such governing law, standards or documents, such governing law, standards or documents shall prevail. — In Compliance

2. The City will seek out, apply for, and effectively administer Federal, State, and other grants that address the City's priorities and policy objectives and provide a positive benefit to the city. Local tax dollars will not be used to make up for material losses of grant aid without first City Council reviewing and approving the program and its merits as a budgetary increment. — In Compliance

3. The proposed operating budget and proposed five-year Capital Improvement Plan (CIP) for each year shall include statements indicating whether they are in compliance with each relevant adopted financial policy. The adopted budget shall include a comprehensive listing of all adopted financial policies indicating whether the City is in compliance with each policy; for each policy not in compliance, there shall be a statement explaining why the City is not in compliance with said policy and a plan for how the City will achieve compliance. — In Compliance

4. The City's financial policies shall be reviewed at least every two years by the Mayor or the Mayor's designee; the results of the review are to be presented to BFA, and any proposed amendments are to be presented to City Council for consideration. — In Compliance

C. General Fund Reserve Policies

1. The City will maintain Fund Balance as additional insurance against disasters, emergencies, and economic instability. The City's desired minimum unassigned Fund Balance for any given fiscal year is 7.5% of General Fund expenditures for that fiscal year, excluding debt service payments and transfers for pay-as you-go (PAYGO) capital expenditures. — In Compliance

2. Unassigned Fund Balance in excess of the desired minimum is to be available for appropriation by City Council, and shall normally be used to fund Non-Recurring Expenditures. In the event a balanced budget is not attainable, that Fund Balance may be used for Recurring Expenditures and to achieve budget balance: — In Compliance

   a. If the budget imbalance is expected to last for no more than one year and can be corrected with use of Fund Balance available in excess of the desired minimum; or

   b. If the budget imbalance is expected to continue beyond one year, provided that Fund Balance in excess of the desired minimum is used to achieve balance as part of a corresponding plan to close the gap through revenue increases and/or expenditure reductions. (Note: this is intended to align with Section F.3.'s requirement that proposed use of Non-Recurring Revenues for Recurring Expenditures must be accompanied by a justification to City Council and a plan to end dependence on Non-Recurring Revenue sources.)

FINANCIAL POLICIES

	CURRENT STATUS
3. The unassigned Fund Balance may be temporarily reduced below the desired minimum when required for response to major disasters or to provide short-term resources in the event of economic instability or revenue shortfalls related to circumstances beyond the City's control. Any proposed use of Fund Balance which decreases Fund Balance below the desired minimum shall include a justification presented to City Council and shall require approval from two-thirds of the City Council present and voting. Once the event causing use of Fund Balance below the desired minimum has concluded, the City shall allocate sufficient funds to restore unassigned Fund Balance to at least 7.5% of General Fund expenditures (excluding debt service payments and transfers for pay-as-you-go (PAYGO) capital expenditures) by the end of the second subsequent full fiscal year.	In Compliance
4. In addition to the Fund Balance, the City shall maintain a separate Budget Stabilization Fund in an amount not less than the greater of (a) 1% of General Fund expenditures (excluding debt service payments and transfers for pay-as-you-go (PAYGO) capital expenditures) or (b) $20 million, which may be used in accordance with the definition of the fund. Any proposed use of the Budget Stabilization Fund shall be accompanied by a justification to City Council and shall require approval from two-thirds of the City Council present and voting. When an event causing use of the Budget Stabilization Fund has concluded, the City shall allocate sufficient funds by the end of the second subsequent full fiscal year to restore the Budget Stabilization Fund to at least minimum levels.	In Compliance

D. Enterprise Funds Reserve Policy

1. Each enterprise fund, as defined by GASB, shall have an appropriate written methodology for determining minimum and maximum cash reserves to serve as a margin or buffer for meeting obligations, mitigating risks, and ensuring stable services and fees. Factors to be considered in determining minimum and maximum cash reserves include any controlling bond covenants or indentures, as well as each fund's risk and revenue volatility, and other considerations such as cash funding of capital projects. The methodology for determining minimum and maximum cash reserves should define reserves in terms of days of operating cash on hand, and should identify components of cash reserves.	In Compliance

FINANCIAL POLICIES

CURRENT STATUS

E. Internal Service Fund – Health Benefit Fund Reserve Policies

1. The City will fund a catastrophic and general claim risk reserve for unexpected large losses related to self-insurance healthcare costs managed by a third-party plan administrator and paid through an internal service fund. The following reserves will be maintained within the fund:

   a. Claim Reserve – Periodically, and at least once every fiscal year, it will be determined by the Human Resources Department in conjunction with the Finance Department whether the fund has a funded liability to pay claims that have already been incurred but not reported as of that day. The plan is also obligated to cover the cost of administering run-out claims in the event that any of the self-insured programs are terminated. — In Compliance

   b. Contingency Reserve – This reserve augments the Claim Reserve and represents an estimate for claim events that are unforeseen and catastrophic. The Contingency Reserve covers costs associated with such unexpected claims and provides financial capacity for smoothing the catastrophic and general claims payments. The amount of the Contingency Reserve shall be maintained at the minimum of 10% of annual claims up to a maximum of 60 days of average claims expense paid over the prior fiscal year (12 months) for each self-insured program. — In Compliance

      This Contingency Reserve also supports:

      i. Maintaining cost effective and competitive benefits during periods of economic downturn, reduced revenues or higher expenses;

      ii. Maintaining cost effective and competitive benefits during periods of high medical cost trends, substantial insurance/reinsurance rate increases and an ability to absorb multiple catastrophic medical claims occurring simultaneously; and

      iii. Maintaining flexibility in the fund regarding calculating the degree and amount of risk it is willing to assume on a self-funded basis.

   Such reserves will be funded by the City and subscriber (active and retiree) contributions as determined appropriate by the Human Resources Department in conjunction with the Finance Department. Subscriber funds are first in and first out in claim payments; therefore any excess health benefit contributions are City funds.

F. Operating Budget Policies – Revenues and Expenditures

1. The City will adopt a Balanced Budget annually, with each fiscal year's budget presented to and passed by City Council before the beginning of that fiscal year and in accordance with state law, the City Charter, and local ordinances. — In Compliance

2. All post-employment and employee benefit systems will be financed in a manner to fully and systematically fund all liabilities. The City will ensure that sufficient funds are contributed each year to the post-employment and employee benefit systems, where sufficient funds is an amount at least equal to the sum of the normal cost plus an amount to amortize the unfunded accrued liability over a closed 30-year period, calculated using the Entry Age Normal Actuarial Cost Method, the market value of assets, and an appropriate discount rate. City Council shall be fully informed if sufficient funds are not allocated in the current budget. — Not In Compliance

FINANCIAL POLICIES

	CURRENT STATUS
3. Budget presentations to City Council shall identify the extent to which Recurring Revenues are aligned with Recurring Expenditures. If circumstances dictate use of Non-Recurring Revenues for Recurring Expenditures in any fund, justification must be presented to City Council with a plan to end dependence on Non-Recurring Revenue sources.	In Compliance
4. Each enterprise fund of the City shall maintain revenues which support the full (direct and indirect) cost of the services provided.	In Compliance
5. The Mayor has the authority to transfer funds to and from the budget accounts within any department without limitation. In addition, the Mayor can authorize the transfer of funds from one department to another department within the same fund; however, such transfer cannot exceed 5% of the budget expenditure account group for the department from which funds are transferred.	In Compliance
6. A comprehensive analysis of City fees and rates shall be performed at least every five years by an independent outside third-party contractor in conjunction with the Department administering the fee and the Finance Department, except for impact fees, which shall be made at least every ten years, and presented to BFA. Fees may be adjusted by ordinance during the interim period based on supplemental analysis whenever there have been significant changes in the method, level or cost of service delivery (including automatic fee and rate adjustments per City ordinance).	In Compliance
7. All General Fund revenues and resources, not including those identified in the adopted budget as Beginning Fund Balance – Unassigned, received in a fiscal year in excess of the adopted and amended annual operating budget (for same fiscal year) shall be designated to the Fund Balance and shall not be appropriated for expenditures except by ordinance. Pass-through funds not included in this calculation include, but are not limited to:	In Compliance

a. Hotel Occupancy Tax Revenues – pass-through payments to partner organizations for attraction of tourists and convention delegates, promotion and development of the arts, historic preservation and restoration, and other related purposes permitted by state and local law;

b. Sales Tax Revenues – pass-through payment to Limited Partnership Annexations and transfers related to Chapter 380 agreements;

c. Property Tax – pass-through transfer amount to the Dedicated Drainage and Street Renewal Fund for captured revenue and transfers related to Chapter 380 agreements;

d. Municipal Service Fees revenues – pass-through transfer amount to Police Special Service Fund for police services in certain reinvestment zones and;

e. Other collection revenues – payment to vendors based on commission-based contracts.

FINANCIAL POLICIES

	CURRENT STATUS
8. A City employee compensation study shall be performed by an independent outside third-party contractor and presented to BFA at least every three years by the Human Resources Department in conjunction with the Finance Department. The compensation study shall review total compensation to include salary, overtime, medical benefits, paid leave, physical training leave, disability insurance, life insurance, retirement benefits, educational assistance programs, and all other compensation elements.	In Compliance
9. The City's operating budget shall include the required level of annual Operating Maintenance funding for facilities, fleet, equipment and technology necessary to maximize service efficiencies and to minimize the lifecycle cost of each asset. Operating Maintenance funding will be prioritized each year to ensure capital facilities and equipment are sufficiently maintained and maintenance is not deferred to future years. To implement this policy, funding for Operating Maintenance of General Fund facilities shall be increased by at least 0.25% each fiscal year beginning in FY2016 and continuing until annual funding reaches at least 2% of Current Replacement Value at which time it will remain constant.	Not In Compliance
10. All Requests for Council Action that request funding not in the adopted budget (e.g., establishing a new service not in the budget, increasing enforcement above the level established in the budget, etc.) must be accompanied by a Fiscal Note that includes start-up costs of the program/project and the projected operating and maintenance costs for a minimum of five years, as well as identification of corresponding budgetary savings or other funding source necessary to meet funding needs.	In Compliance

G. Capital Asset Management Policies

1. The five-year CIP shall be presented to and passed by City Council annually before the end of the preceding fiscal year.	Not In Compliance
2. Capital projects may not be included in the CIP without identified funding. Identified funding includes funds that are reasonably anticipated such as grants that have been awarded but not yet funded. Identified funding may also include proceeds from an anticipated future bond election.	In Compliance
3. A five-year operating budget impact projection for all projects shall be reported in the CIP.	Not in Compliance
4. The City shall prioritize Asset Renewal and Replacement of existing facilities over new facilities.	In Compliance
5. All CIP-related Requests for Council Action must include a Fiscal Note that includes design and construction costs of the program/project and the projected operating and maintenance costs for a minimum of five years, as well as a reference to the item in the CIP where funding for the request is designated.	In Compliance
6. For each new General Fund facility (i.e., not part of an enterprise fund) or Major Renovation of a General Fund facility, beginning in FY2016, 2% of the Current Replacement Value shall be included for capital maintenance in each fiscal year of the immediately following CIP and every CIP thereafter until that facility is sold or otherwise disposed of. Such funds may be used on any owned General Fund facility.	In Compliance

FINANCIAL POLICIES

CURRENT STATUS

H. Long-Term Financial Planning Policies

1. A five-year General Fund financial forecast shall be presented to BFA and provided to City Council annually in advance of the release of the proposed budget. The five-year forecast will include: — Not In Compliance
   a. An in-depth analysis of revenues, expenditures, and all long-term obligations including debt, pensions, health benefits, accrued leave, facilities (needs, maintenance, utilization), fleet and information technology;
   b. A plan for eliminating any funding shortfalls that would prevent adoption of a Balanced Budget in any year covered by the five-year forecast; and
   c. Identification of requirements for achieving a Structural Balanced Budget in the upcoming fiscal year and the subsequent fiscal year, including a list of options for eliminating any funding shortfalls preventing achievement of a Structural Balanced Budget for the upcoming fiscal year and the subsequent fiscal year.
2. At least once every five years, the City shall use an independent outside third-party actuary to project the costs of its pension plans and unfunded liabilities for a period of 30 years or some other appropriate time horizon recommended by the City's actuary and approved by City Council. Costs shall be projected using the plans' assumed investment rates of return and under three downside scenarios that anticipate lower investment rates of return. — Not In Compliance

I. Debt Management Policies

1. It is the City's goal to at least maintain the current credit ratings on each type of City credit or enterprise fund as of the date of adoption of these policies. — Not In Compliance
2. The debt service Fund Balance as of each fiscal year end relating to debt secured by ad valorem taxes shall be no less than debt service payments due within the first 180 days of the following fiscal year. — In Compliance
3. A standardized presentation format for proposed debt transactions will be adopted by BFA. Presentations of debt transactions to BFA shall at least include the following information: revenue source securing the debt uses of the debt proceeds, estimated weighted average life of the debt, estimated change to the overall weighted average life of outstanding debt, estimated present value savings as applicable, estimated true interest cost, anticipated date of pricing and closing. — In Compliance
4. Debt financing in excess of one year shall be limited to capital expenditures for assets, asset lots of similar items, or asset improvements costing more than $50,000 and having a useful life of more than three years. — In Compliance
5. Any capital project financed through the issuance of bonds shall be financed for a period not to exceed the average expected life of the assets. — In Compliance

FINANCIAL POLICIES

CURRENT STATUS

6. Each fiscal year, the City will use that year's General Obligation (GO) debt service payment as a baseline to establish an index reflecting 4% annual growth in the City's GO debt service (i.e., if the current fiscal year's debt service is $100, then the debt service index for subsequent years would be $104, $108.16, $112.49, $116.99, etc.). If any proposed action by the City (e.g., adoption of the CIP, or Council authorization of debt issuance) is to cause the GO debt service schedule as projected by the City's Financial Advisor to exceed the index in FY2019 and/or any subsequent year(s), a funding mechanism (e.g., reduced expenditures or increased revenue) must be identified to offset the amount(s) by which the proposed debt service payment(s) exceed the index. For purposes of this section, "identification" of a funding mechanism is satisfied by presentation to BFA and/or City Council prior to any action that would incur GO debt. — In Compliance

7. Through greater emphasis on pay-as-you-go infrastructure funding, it is the City's goal to reduce the General Fund transfer for debt service while remaining in compliance with all relevant bond or other debt covenants and indentures. Toward this goal and in compliance with such covenants, the maximum annual General Fund transfer for debt service is to be maintained at 20% of General Fund revenues (excluding state and federal grants) until FY2019. Beginning in FY2019 and in each subsequent fiscal year, the maximum annual General Fund transfer for debt service is to be reduced by 0.5% annually until it reaches 10% of General Fund revenues (excluding state and federal grants), at which point the maximum is to be held constant and remain at 10%. — In Compliance

8. The City's desired target for average weighted General Obligation bond maturities is 12 years or less. — In Compliance

9. When refunding debt, the average weighted maturity of the refunded bonds may not be extended by more than one year unless approved by a two-thirds vote of the City Council present and voting. — In Compliance

10. Other than periodic refundings of commercial paper in accordance with routine City business, the City may initiate a refunding of outstanding debt when: — In Compliance

    a. A refinancing is expected to relieve the City of financially restrictive covenants;

    b. A refinancing is expected to significantly reduce the remaining term of the debt being refunded; or

    c. At the transaction's initiation, the City's financial advisors project net present value savings of at least:

        i. 3% for Current Refundings, unless the final maturity of the refunded bonds is less than five years, in which case the bonds may be refunded for any savings if the final maturity of the bonds refunded is not extended; and

        ii. 5% for Advance Refundings, unless the final maturity of the refunded bonds is less than five years, in which case the bonds may be refunded for any savings if the final maturity of the bonds refunded is not extended.

    The Finance Working Group will be responsible for confirming that one of the above conditions exists.

FINANCIAL POLICIES

CURRENT STATUS

11. All City financings must comply with applicable Federal, State and Local legal requirements; the Finance Working Group and City Council must approve the issue; the City must analyze the long-term affordability of the debt and assess the issue's impact on the City's self-imposed financial limitations on indebtedness. — In Compliance

12. The City shall review all outstanding debt at least annually for the purposes of identifying refunding opportunities. — In Compliance

13. A formal Request for Information (RFI) process shall be conducted by the Finance Working Group annually when selecting underwriters in order to promote fairness, objectivity and transparency. The selection committee shall report results of the RFI process to BFA and present recommendations for transactions expected to occur during the following year. RFIs shall include questions related to the areas listed below to distinguish firms' qualifications and experience, including but not limited to: — In Compliance

    a. Relevant experience of the firm and the individuals assigned to the issuer, and the identification and experience of the individual in charge of day-to-day management of the bond sale, including both the investment banker(s) and the underwriter(s);

    b. A description of the firm's bond distribution capabilities including the experience of the individual primarily responsible for underwriting the proposed bonds. The firm's ability to access both retail and institutional investors should be described;

    c. Demonstration of the firm's understanding of the issuer's financial situation, including ideas on how the issuer should approach financing issues such as bond structures, credit rating strategies and investor marketing strategies;

    d. Demonstration of the firm's knowledge of local political, economic, legal or other issues that may affect the proposed financing;

    e. Documentation of the underwriter's participation in the issuer's recent competitive sales or the competitive sales of other issuers in the same state;

    f. Analytic capability of the firm and assigned investment banker(s);

    g. Access to sources of current market information to provide bond pricing data before, during, and after the sale;

    h. Any finder's fees, fee splitting, or other contractual arrangements of the firm that could present a real or perceived conflict of interest, as well as any pending investigation of the firm or enforcement or disciplinary actions taken within the past three years by the Securities and Exchange Commission, the Municipal Securities Rulemaking Board, or any other regulatory agency.

J. Accounting, Auditing and Financial Reporting Policies

1. Single Audit Report or other audits of Federal and State grant funds will be performed in compliance with applicable provisions of the Single Audit Act, applicable Office of Management and Budget Circulars, and other relevant federal, state and local rules and regulations. — In Compliance

2. Annual financial statements will be prepared in accordance with Generally Accepted Accounting Principles. — In Compliance

FINANCIAL POLICIES

	CURRENT STATUS
3. An annual audit will be performed by an independent public accounting firm in accordance with Generally Accepted Government Auditing Standards and the opinion will be included in the Comprehensive Annual Financial Report.	In Compliance
4. To the extent practicable, all Component Units of the City must follow all City accounting, audit and financial reporting policies.	In Compliance
5. The City will conduct a soft close of its books quarterly within 15 calendar days of quarter end for the first three quarters of any fiscal year. All normal business entries will be booked prior to fiscal year-end soft close, which will occur within 65 calendar days of year end. This policy shall be implemented beginning with a soft close at the end of the first quarter of FY2016. Directors in charge of each fund, including grants, will submit certification upon close that include: All daily operational financial transactions have been recorded; All accounting system modules/subsidiary ledgers have been reconciled; All journal entries have been recorded [for example, bond issuance transactions, expenditures related to work In Progress and impact on capitalization, etc.]; All material journal entries have been reviewed and approved; All balance sheet accounts have been reconciled and are materially correct; All income and expense accounts have been reviewed and are materially correct; and Management review of accounts has occurred.	Not in Compliance
6. The Single Audit Report (annual audit) and the accompanying auditor's letter to management shall be released to City Council and published prominently on the City's website within 30 days of receipt from the auditor.	In Compliance
7. At least every two years, the Finance Working Group shall develop and update a written disclosure policy consistent with federal securities law and the City's continuing disclosure undertakings with respect to the City's outstanding debt.	In Compliance

K. Internal Control Over Financial Reporting Policies

1. The goals and objectives of the City's internal controls policies are to protect public assets and to foster reliance on public information for decision-making purposes at all levels both internally and externally.	N/A
2. The Mayor, City Council, City Controller, Finance Director and all department directors shall establish the presence of integrity, ethics, competence and a positive control environment.	N/A
3. Managers and supervisory personnel are responsible for establishing, executing, and maintaining control policies and procedures at the detail level within their specific business units.	N/A

FINANCIAL POLICIES

CURRENT STATUS

4. The City's internal control structure will be based on the Committee of Sponsoring Organizations of the Treadway Commission on Fraudulent Financial Reporting (COSO) framework and comprised of the following five elements: (a) Control Environment – Factors include integrity and ethical values, commitment to competence, leadership philosophy and operating style, assignment of authority and responsibility, and policies and procedures; (b) Risk Assessment – Routine assessment of risk and its impact on internal controls; (c) Control Activities – Such as segregation of duties, authorization of transactions, retention of records, supervision or monitoring of operations, physical safeguards, etc.; (d) Information and Communication – Policies and procedures are documented and accessible; and (e) Monitoring – Assessment of the quality of performance over time and to determine whether controls are effective and track resolution achievements of identified problems. — N/A

5. The Single Audit Report as addressed in J.6. above shall include a report on the sufficiency of the City's internal controls over financial reporting, and shall include or be accompanied by management's response to the report; these shall also be released to City Council and published prominently on the City's website within 30 calendar days of receipt (for the report) or completion (for management's response if not included in the report). — N/A

L. Local Economic Development Policies

1. The City shall define its scope of economic development emphasis through three distinct priorities: — N/A

   Priority 1: Through collaborative development partnerships and strategic use of financial resources, continue to support the defined industries (Energy, Aerospace, Manufacturing and Distribution, Biotech and Medical) that make up our competitive advantage and are recognized as the dominant economic contributors to the employment and capital base.

   Priority 2: Deploy financial resources to underutilized, unproductive target areas (distressed, declining, brownfield or poor performing) to enhance their long term sustainability.

   Priority 3: Create programs designed to address a specific development deficiency within a defined geographic boundary with the intended outcome of stabilizing the local area.

2. The City shall perform market and business analyses to identity target areas to focus its efforts. One such analysis is statistical cluster analysis to determine hotspots of infrastructure gaps, specific development deficiencies, high unemployment areas, inadequate quality of life, assets, housing disparities and insufficient access to food. The City shall regularly evaluate and confirm industry clusters and business sectors that create its distinct competitive advantage and establish the criteria, guidelines and performance metrics by which to evaluate projects submitted for certain incentive consideration. — N/A

3. The City shall identify target areas that are distressed or otherwise deficient in any development category and impairing economic production and establish the criteria, guidelines and performance metric by which to evaluate projects submitted for certain incentive consideration. — N/A

FINANCIAL POLICIES

	CURRENT STATUS
4. The City shall determine the most appropriate economic development program(s) available to address the economic situation or priority and where applicable engage public or private partners to contribute financial or other resources to achieve the desired economic or development outcome.	N/A
5. The City shall set forth project eligibility criteria to include: minimum job creation, minimum compensation levels, minimum private investment, justification for public participation qualifying public improvements, maximum public investment, term of incentive, financial viability of developer, public purpose for financial assistance, risks associated with public investment, financing instruments, and total project costs.	N/A
6. Standardized presentation, application and evaluation formats will be adopted by BFA for use in consideration of economic development projects.	N/A
7. The standard application format for economic development projects shall include, but is not limited to, the following: a. Name of the applicant; b. General nature of the applicant's investment; c. Relationship between the applicant's industry and the types of jobs to be created by the applicant; d. Relative level of the applicant's investment per job to be created by the applicant; e. Number of jobs to be created by the applicant; f. Wages, salaries, and benefits to be offered by the applicant to the job holders, the ability of the applicant to locate or relocate in another state, or another city in the region; g. Financial impact the project will have on the City; h. Number of similar projects, if applicable, completed in the City during the two years preceding the date of application submittal; and i. Projected market value of the proposed project.	N/A
8. The standard evaluation criteria for economic development projects shall include, but is not limited to, the following: a. Scope and appropriateness of economic development tools; b. Eligibility in accordance with L.5. above; c. Compliance with the City's standard application format; and d. Performance for any prior approved projects.	N/A
9. The Mayor's designee, in conjunction with the City Attorney, shall establish procedures by which the City shall recoup its investment in the event a project fails to comply with the terms of its agreement.	N/A

FINANCIAL POLICIES

	CURRENT STATUS
10. The Mayor's designee shall report annually to BFA detailing the progress of each active project in which the City has provided an incentive. A project shall not be deemed inactive and removed from the report until the project has achieved its goals or the City has recouped its investment. The report shall include, but is not limited to, the following: a. Amount of the investment each recipient committed to expend or allocate; b. Amount of the investment each recipient expended or allocated per project; c. Market value of the property of each recipient as determined by appraiser; d. Number of jobs each recipient of an incentive committed to create; e. Number of new jobs each recipient actually created, median wage of the new jobs created, and the number of jobs created that provide health benefits for employees.	N/A

OPERATING BUDGET PROCESS

The general framework for the Operating Budget process is presented in Exhibit 1. Formalization of the process began in FY1988 with the establishment of basic policies. In FY1989, City Council approved an ordinance requiring a monthly financial status report from the Finance and Administration Department (renamed Finance Department) and the Office of the City Controller.

The budgetary process was further strengthened with the adoption of the integrated budgeting and planning resolution and budget calendar ordinance in FY1989. This resolution includes linking plans and budgets for the General, Enterprise, and Special Revenue Funds and the Capital Improvement Plan (CIP). The integrated approach also calls for service impact information, input from the public and elected officials, and linking current budgets with five-year forecasts. The budget calendar ordinance requires the development of a budget calendar with specific dates for the presentation of several phases of the budget as illustrated in Exhibit 2.

The amendment process for the budget is governed by Section 102.009 (b) (c) of the Texas Local Government Code which stipulates that after final approval of the budget, the City Council must spend funds only in strict compliance with the budget, except in an emergency. The City Council may authorize an emergency expenditure as an amendment to the original budget only in a case of grave public necessity to meet an unusual and unforeseen condition that could not have been included in the original budget through the use of reasonably diligent thought and attention. If Council amends the original budget to meet an emergency, Council shall file a copy of the resolution amending the budget with the City Secretary, and the City Secretary shall attach the copy to the original budget.

In May 2017, the Finance Department began briefing Council on the preparation of the FY2018 Budget. After departments submitted their budgets, a series of meetings with the Finance Department were conducted to evaluate and determine the requests that would be incorporated into the Mayor's Budget. Budget workshops were held by the Budget and Fiscal Affairs Committee in May.

CAPITAL IMPROVEMENT PLAN PROCESS

The process to prepare and adopt the five-year Capital Improvement Plan (CIP) for FY2018-FY2022 generally follows the same procedures as the Operating Budget. Refer to Exhibits 2 and 3 for schedule and comparison.

In February and March, public meetings were conducted in all Council districts. During these meetings, citizen comments were received regarding capital project plans. Comments were forwarded to applicable Council Members, Public Works & Engineering (PWE), and other City departments. City departments reviewed projects in the FY2017-FY2021 CIP to determine whether rescheduling of projects and adjustments in funding would be required.

In March, departmental CIP submissions were received, reviewed, and evaluated by the Finance Department. CIP reviews and discussions between City departments and Finance were held in March and April. Upon completion of an evaluation period with the Mayor, a proposed FY2018-FY2022 CIP will be prepared for presentation to City Council for review and adoption.

Enterprise Fund capital projects may vary from FY2017, but would do so only as a result of considerations internal to each respective enterprise/revenue bond fund program. Enterprise projects and Public Improvement Bond (PIB) funded projects will be implemented over the next five years and are included in the FY2018-FY2022 CIP.

EXHIBIT 1
OPERATING BUDGET PROCESS

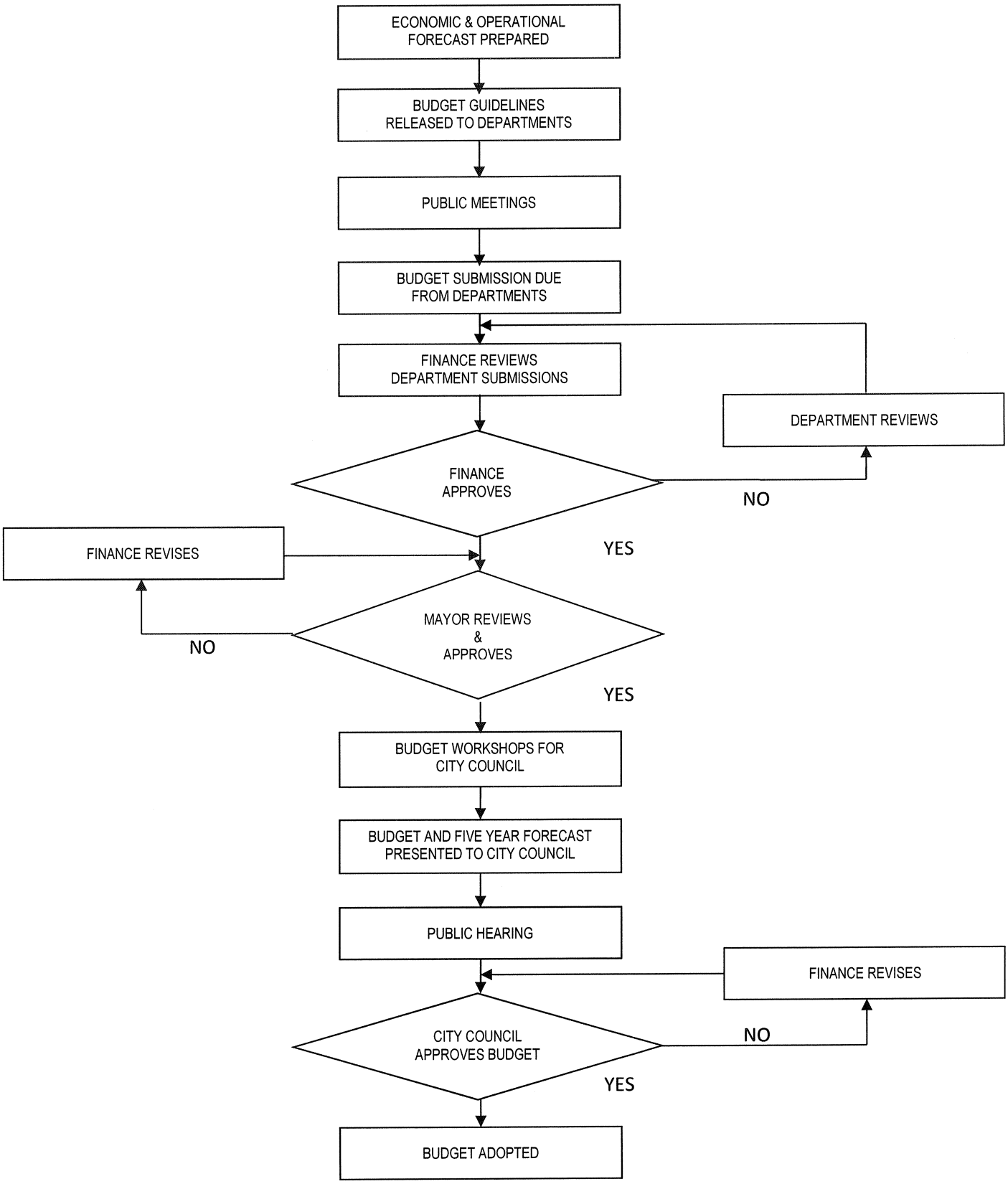
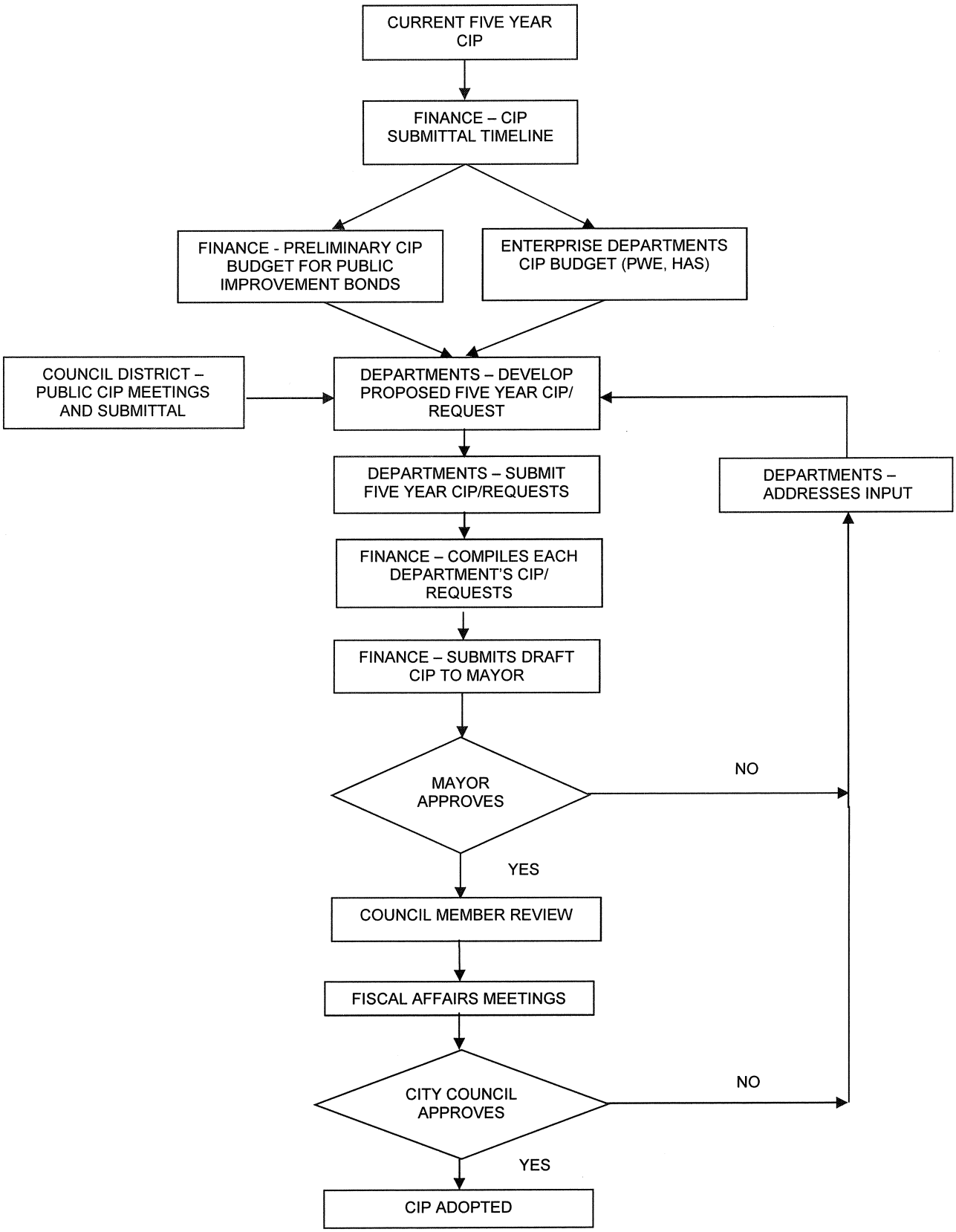


EXHIBIT 2

MONTH	OPERATING BUDGET ACTIVITIES	CAPITAL IMPROVEMENT PLAN ACTIVITIES	GRANT ACTIVITIES
January	Operating budget preparation instructions and materials distributed	CIP preparation instructions and materials distributed to departments	N/A
February - March	Departments submit operating budget requests	Public Meetings on CIP Departments submit CIP requests	N/A HCDD develops and publishes the draft 2017 Annual Action Plan for public comment (CDBG, HOME, HOPWA & ESG) HCDD presents annual budgets to Housing and Community Affairs City Council Committee One Public Hearing on the 2017 Annual Action Plan held
April	Finance analyzes and consolidates Operating Budget	Executive review of Proposed Projects	One Public Hearing on the 2017 Annual Action Plan held 2017 Annual Action Plan submitted for Council approval Council approves the submission of the 2017 Annual Action Plan
May	Council Workshops Public Meetings on Budget	N/A	N/A
May	Mayor proposes Operating Budget	City Council Member review of draft CIP	2017 Annual Action Plan including CDBG, HOME, HOPWA, and ESG annual applications submitted to HUD
May - June	Council approves Operating Budget	Mayor proposes CIP Council approves Capital Improvement Plan	N/A

EXHIBIT 3
CIP PREPARATION PROCESS



DEMOGRAPHIC & ECONOMIC SUMMARY OF THE CITY

The City of Houston was founded on August 30, 1836, by brothers Augustus Chapman Allen and John Kirby Allen, and named after General Sam Houston. The City of Houston's simple 19th century city seal – the noble locomotive (heralding Houston's spirit of progress) and the humble plow (symbol of the agricultural empire of Texas from which Houston would draw her wealth) – clearly speaks to the roots of Houston's economy and to the visionary leadership of its citizens.

According to the United States Census Bureau, Houston has a total area over 600 square miles comprising of 579.4 square miles of land and 22.3 square miles of water. Houston is the fourth most populous city in the nation with an estimated 2015 population of 2,296,224 (3,830 people per square mile), just behind New York, Los Angeles and Chicago; and is the largest city in the southern U.S.

With 6,772,470 inhabitants in 2016, the nine-county Houston-The Woodlands-Sugar Land Metropolitan Statistical Area (MSA) is the nation's fifth most populous metro area. The entire MSA covers more than 10,000 square miles and includes all or part of the Austin, Brazoria, Chambers, Fort Bend, Galveston, Harris, Liberty, Montgomery, and Waller counties. Houston is the center city of one of the most dynamic urban centers in the United States.

2015 City Population				
New York	Los Angeles	Chicago	Houston	Philadelphia
8,550,405	3,971,883	2,720,546	2,296,224	1,567,442

2016 Metro Area Population	
New York, Newark, Jersey City, NY-NJ-PA	20,153,634
Los Angeles, Long Beach, Anaheim, CA	13,310,447
Chicago, Naperville, Elgin, IL-IN-WI	9,512,999
Dallas, Fort Worth, Arlington, TX	7,233,323
Houston, The Woodlands, Sugar Land, TX	6,772,470
Washington D.C., Arlington, Alexandria, VA-MD-WV	6,131,977
Philadelphia, Camden, Wilmington, PA-NJ-DE-MD	6,070,500

Population growth continues in the city and the metropolitan area: the Houston metro area added 125,005 residents from July 2015 to July 2016. Every Houston-area county experienced population growth in 2016, the majority of the growth occurred in Harris, Fort Bend, and Montgomery counties, accounting for eight out of every ten new residents (among counties with 250,000 people or more, Fort Bend showed the fastest percentage growth with a 3.8% population increase in one year). Houston also stands among the nation's most diverse cities, drawing newcomers from around the U.S. and across the world – foreign-born residents accounted for two of every five newcomers to the region in the past five years.

According to the U.S. Census Bureau, as of 2010, Houston's population breakdown by race and ethnicity was as follows: Hispanic or Latino origin 43.8%; White (not Hispanic) 25.6%; African-American 23.7%; Asian 6.0%; American Indian and Alaska Native 0.7%; Native Hawaiian and Pacific Islander 0.1%; and persons of two or more races 3.3%. Additionally, 49.8% of Houston's population is female; 25.9% of all persons are under 18 years of age and 9.0% are over 65 years; 28.3% of all persons are foreign born; and 47.1% of all households speak a language other than English.

The Greater Houston Partnership notes that population growth has been steady over the past 15 years, with the region's population change from prior year of 1.9% increasing to 6.7 million and noting that residents continue to favor the suburbs.

MAJOR TRANSPORTATION FACILITIES

Houston is an international city with the third largest consular corps in the nation as well as trade and business connections across the U.S. and around the world. Three in ten Houstonians are foreign born, and there are eighteen sister-cities to Houston on five continents. Two major transportation facilities provide the backbone for Houston in these regards: the Port of Houston and the Houston Airport System.

The **Port of Houston** is a 25-mile long complex of diversified public and private facilities located just a few hours by ship from the Gulf of Mexico. A study in 2015 by Martin Associates says Ship Channel related businesses contribute more than $264.9 billion in statewide economic impact. The port is consistently ranked 1st in the United States in foreign waterborne tonnage; 1st in U.S. imports; 1st in U.S. export tonnage and 2nd in the U.S. in total tonnage.

The ***Houston Airport System (HAS)*** ranks as one of the largest multi-airport systems in the world. The system includes George Bush Intercontinental Airport (IAH), William P. Hobby Airport (HOU) and Ellington Airport (EFD). Ranked as the 10th busiest airport in the U.S. for total passenger traffic, IAH is Houston's largest airport and the largest hub for United Airlines. HOU, Houston's original municipal airport, handles domestic & international passengers for four airlines and one charter service, and is a key hub for Southwest Airlines. EFD is a joint military and civilian airport and serves as a base of operations for the National Aeronautics and Space Administration (NASA) and corporate charters.

Known worldwide as the place for NASA mission control, **Johnson Space Center (JSC)** is a $1.5-billion complex, which was established as the Manned Spacecraft Center in 1961 and renamed in 1973 to honor the late President and Texas native Lyndon B. Johnson. NASA JSC occupies 1,620 acres 24 miles southeast of downtown Houston. While the NASA workforce continues a global reputation for achievement in space exploration, JSC is an economic powerhouse paying for salaries, contracts and grants that create jobs and strengthen business in the Clear Lake and Houston regions and across Texas. JSC is one of NASA's largest Research & Development facilities and a source of the nation's best high-tech professionals in science and engineering.

HEALTH AND EDUCATION

The Houston region's health care system provides quality care from specialized to routine care for patients that come from around the world. Houston is home to the Texas Medical Center (TMC), the largest medical center in the world. The TMC is home to more than 50 of the most renowned medical research and academic institutions in the world. TMC's member institutions include: six general hospitals, eleven specialized hospitals, two specialized patient facilities, four medical schools, five schools of nursing, two schools of pharmacy, a dental school and a community college focused on health science fields. Eight million patient encounters occur every year at the TMC. Houston proudly supports the TMC and their dedication to provide employment for over 106,000 employees.

The **Houston Independent School District (HISD)** is the largest school district in the Houston area. Ranked as the nation's seventh largest district, HISD encompasses over 333 square miles with 283 campuses, and serves more than 215,000 students. HISD serves a dynamic, highly diversified community and is one of Houston's largest business enterprises.

Additionally, Houston boasts more than 100 colleges, universities, technical and trade schools – offering higher education options in more than 500 degrees and certification programs.

ARTS AND ENTERTAINMENT

Houston provides a wide variety of arts and entertainment including theater arts, museums and sports. The City is home to the Houston Livestock Show and Rodeo the world's largest livestock exhibition. Houston is also one of only five cities in the United States with permanent professional resident companies in all of the major performing arts disciplines of opera, ballet, music, and theater. Home to nine world-class performing arts organizations, Houston Theater District is second only to New York in the number of theater seats in a concentrated area. The Houston Grand Opera is the only opera company in the U.S. to win a Grammy, a Tony and an Emmy while the Alley Theatre is the only regional theatre in Texas to win a Tony award. Other performing arts companies such as Broadway in Houston, Da Camera of Houston, Houston Symphony, Society for the Performing Arts, Theatre Under the Stars (TUTS), Ensemble Theater and Uniquely Houston also serve to enrich the lives of Houston area residents.

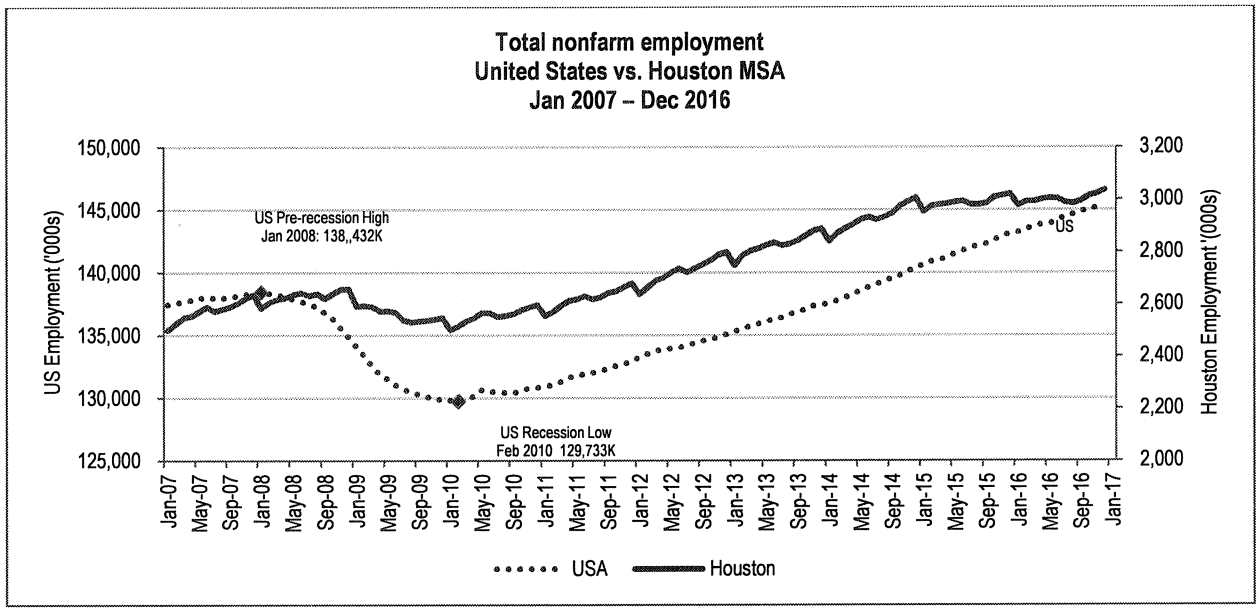
The distinctive Houston Museum district is one of the best in the country. It offers a range of museums, galleries, art and cultural institutions. With its nineteen members within a 1.5 miles radius, the district offers a wide array of exhibits featuring themes of art, history, culture, nature, and science. Among the country's best are The Children's Museum of Houston, the Health Museum and the Museum of Fine Arts. Houston has more than 500 cultural, visual and performing arts organizations, 90 of which are devoted to multicultural and minority arts.

Houston has professional sports teams representing football, baseball, basketball and soccer. The City boasts an array of teams such as the Houston Texans, Houston Dynamo, Houston Rockets, and Houston Astros. Houston has established itself as a destination for hosting major sporting events such as 2004 Super Bowl XXXVIII, 2005 World Series, USA Gymnastics 2008 Men's Visa Championship, 2010 Major League Soccer All Star Game, 2011 NCAA Men's Final Four, 2012 Amateur Athletic Union Junior Olympic Games, 2013 NBA All Star Game, and 2015 Major League Lacrosse All Star Game. The City had recently hosted the 2016 NCAA Men's Final Four Championship and was host to 2017 Super Bowl LI.

ECONOMIC OUTLOOK

After weathering a regional downturn, Houston's economic outlook has shown positive signs in several key economic indicators. As of March 2017 the average oil rig count was 634, and the year-over-year comparison for the month of March showed an increase of approximately 250 rigs marking an increase of 65.1%. The Houston Purchasing Managers Index (PMI) for February 2017 registered 54.2, up from 44.5 for the same period last year and marking the fifth consecutive month of expansion in Houston. The PMI exceeded the 50-point level required to indicate economic expansion over the near term

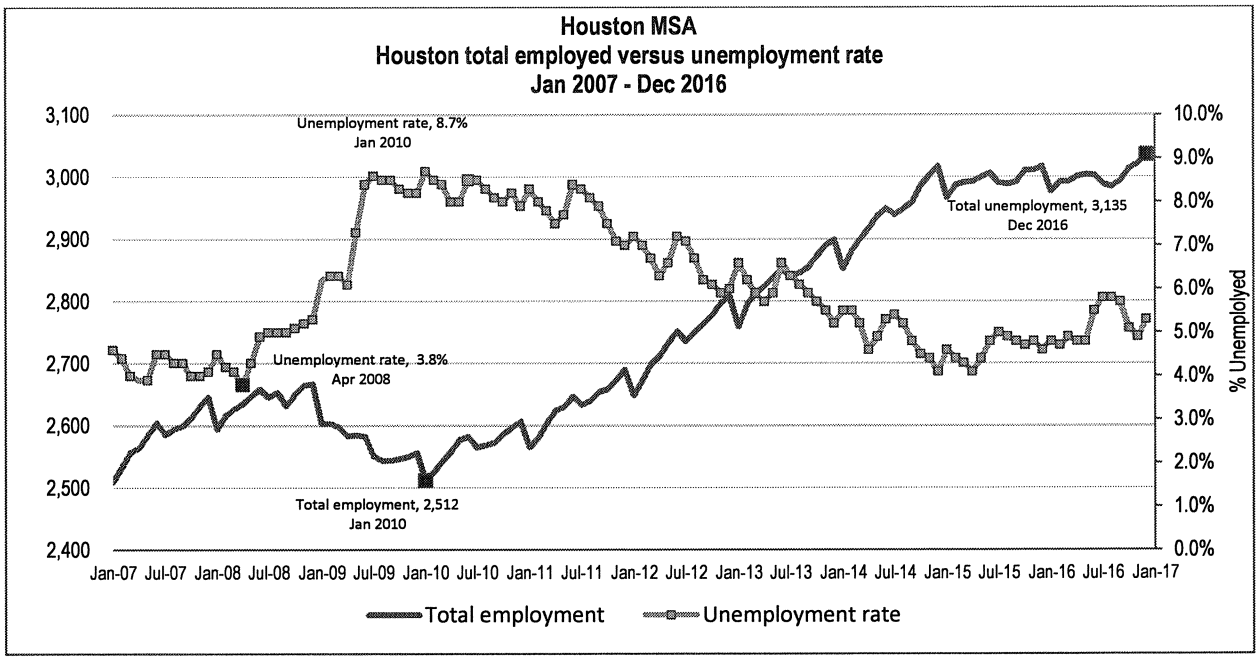
The region's economy remained relatively strong through and following the Great Recession; as indicated in the chart below, Houston never saw the dramatic employment dropoff experienced by much of the U.S. from late 2008 into early 2010. Since that time, the Houston MSA has seen job growth sufficient to keep local employment growth at a pace near that of the nation's employment expansion. However, with the impact of lower oil and gas prices on the upstream energy sector, Houston's employment growth has slowed and is being outpaced by increases in U.S. employment.



Source: US Census Bureau

Nationally, the slow but steady job growth has moved the nation beyond its pre-recession high of 138.4 million jobs in January 2008. Some seven years after the recession low of 129.7 million jobs in February 2010, the U.S. has recovered over 15.5 million jobs with an estimated 145.3 million jobs as of December 2016, easily surpassing the pre-recession highs.

Houston's story is quite different: Houston lost only 156,400 jobs from December 2008 to the recession low in January 2010. The area's recovery was also much more rapid than at the national level, as Houston regained its pre-recession jobs level by December 2011, only 23 months after the low point of the recession. As of December 2016, Houston had gained 534,900 jobs since the recession low in January 2010.



Source: US Census Bureau

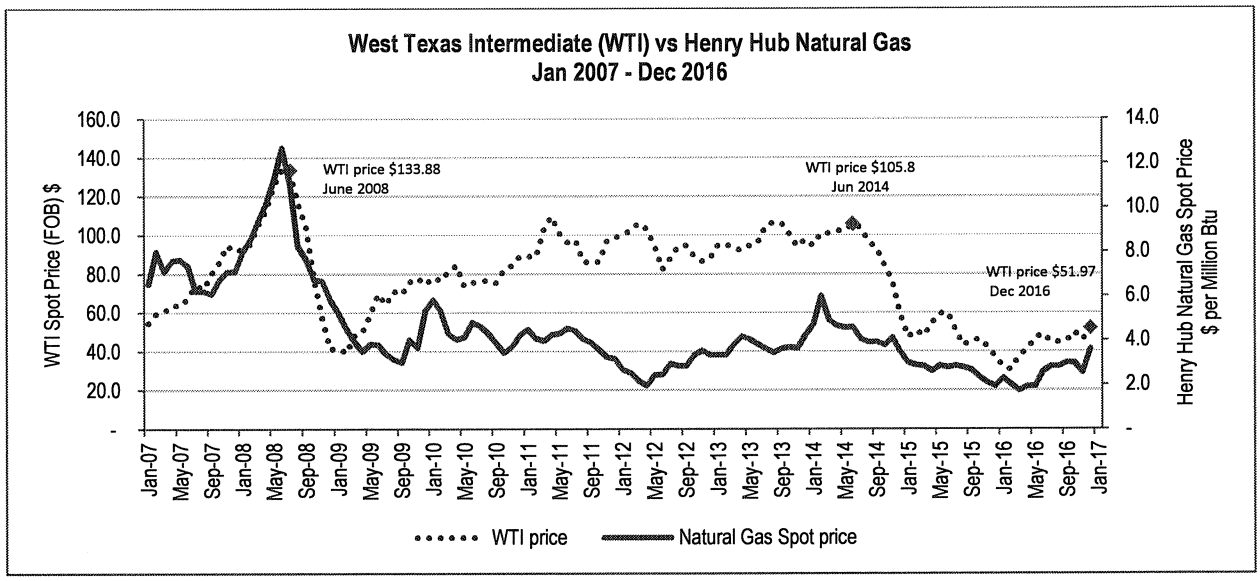
ENERGY

Home to more than 5,000 energy related firms, Houston remains the internationally recognized global energy capital, and as such can suffer material economic impacts when oil prices slump. After achieving a high of nearly $106 in June of 2014, oil tumbled to a low of $30.32/barrel in February 2016, currently price/barrel is $49.41/barrel in April 2017. This is having an impact on job growth in Houston, as Houston holds a substantial portion of the nation's jobs in oil and gas extraction.

Partially offsetting this impact are the nine refineries in Houston that process more than 2.3 million barrels of crude oil per day (approximately half of the state's total production). Lower oil and gas prices translate to lower costs for the inputs that refiners and many other manufacturers in the Houston area use, which can translate into higher profits and more employment related to refining and manufacturing.

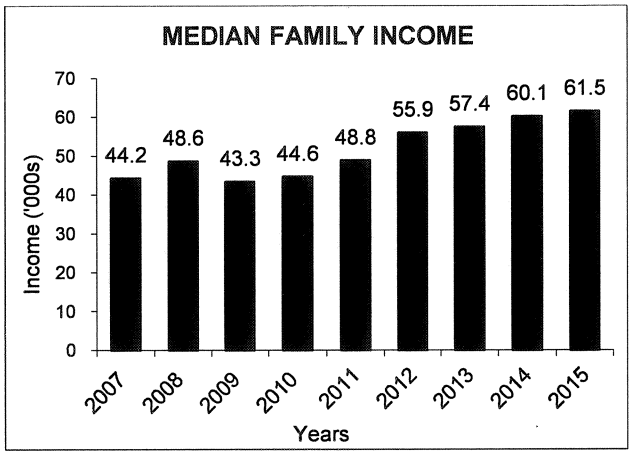
As of April, the Energy Information Administration (EIA) is forecasting West Texas Intermediate (WTI) will approach an average of $55.10/barrel in 2018. Based on this forecast, local economists say Houston should remain relatively strong in the near term, although a price rebound will be needed at some point to compensate for lost jobs and related economic activity as construction at refineries and chemical plants along the Texas Gulf Coast slows in the next year or two.

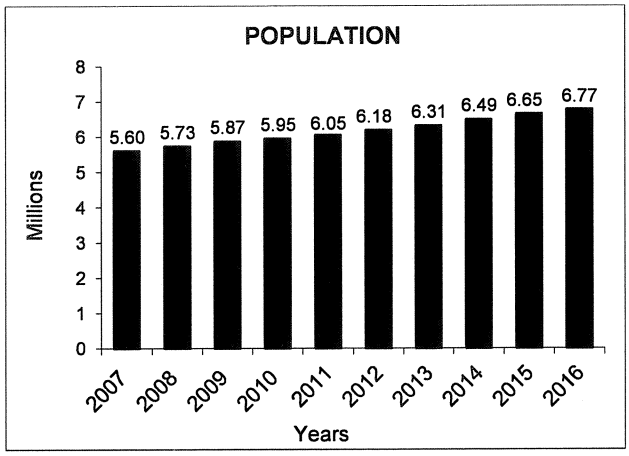
Should oil prices hold to current projections and remain around $50/barrel, or even increase slightly through the remainder of 2017, Houston is likely to navigate this most recent economic challenge in relative health. Given the volatility of oil prices and projections though, the City would do well to prepare for prices below these levels.

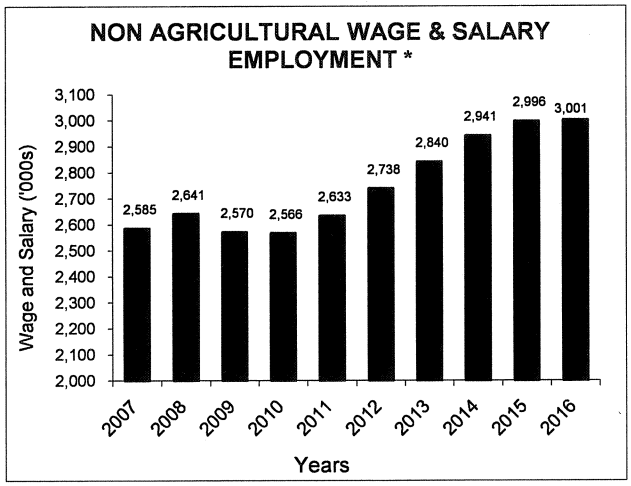


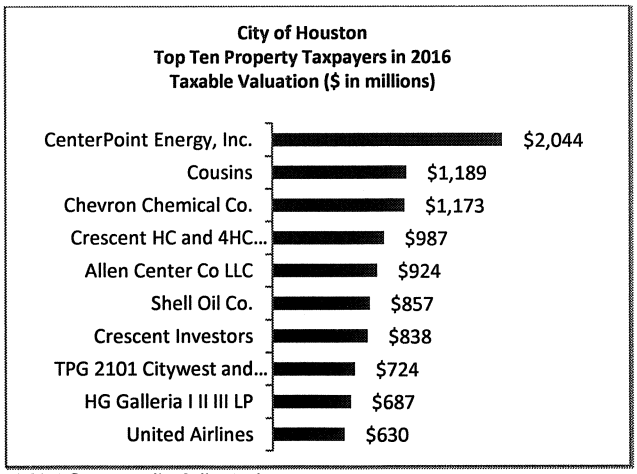
Source: US Energy Information Administration

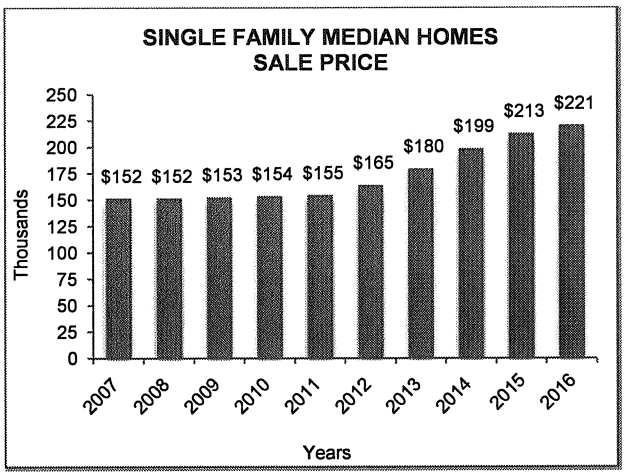
HOUSTON MSA AT A GLANCE











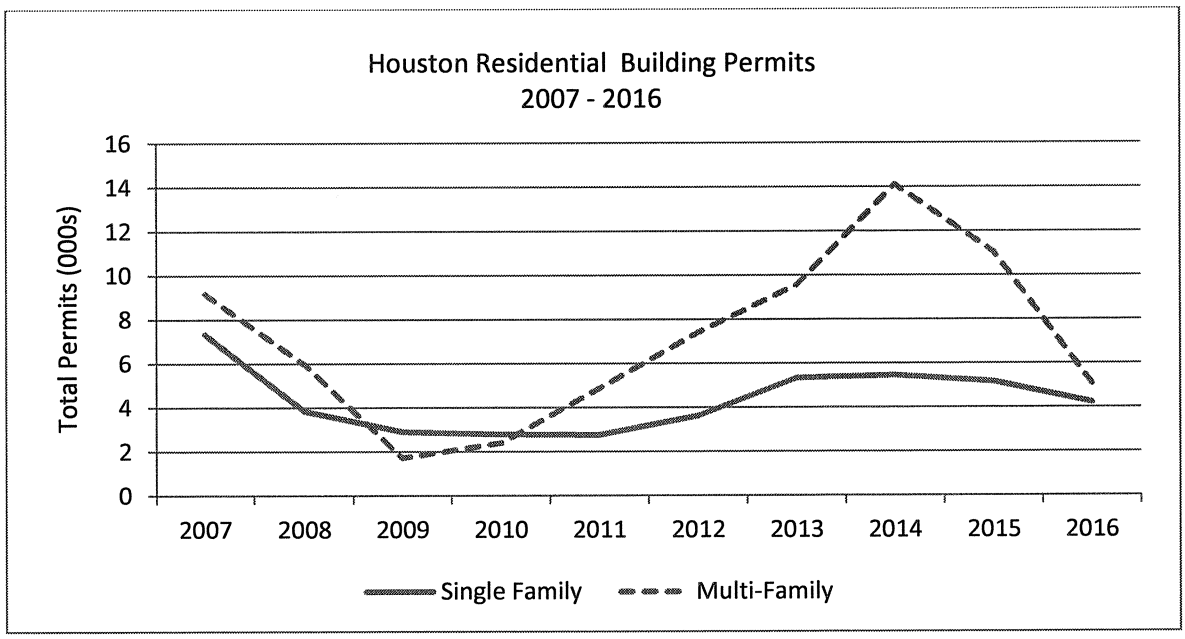
** Not Seasonally Adjusted*

Sources: Greater Houston Partnership, US Bureau of Economic Analysis, US Bureau of Labor Statistics, Harris County Appraisal District

CONSTRUCTION AND REAL ESTATE

The City of Houston issued approximately 9,000 single and multi-family residential permits in 2016, 43% less than in the previous year. As of February 2017 the year to date building permit issuance has been flat in comparison to the same period in 2016. Respectively, there have been 6,975 building permits issued as of February 2017 compared to the same period last year issuances of 6,942.

A total of 7,013 single-family homes sold in March 2017 versus 6,278 a year earlier resulting in an 11.7% increase year-over-year. March sales of all property type in Houston totaled 8,495, up 10.5% from the same month last year with the strongest sales among homes valued between $250,000 – $500,000, followed by the luxury market of $750,000 and above.



Source: City of Houston

Single Family Housing

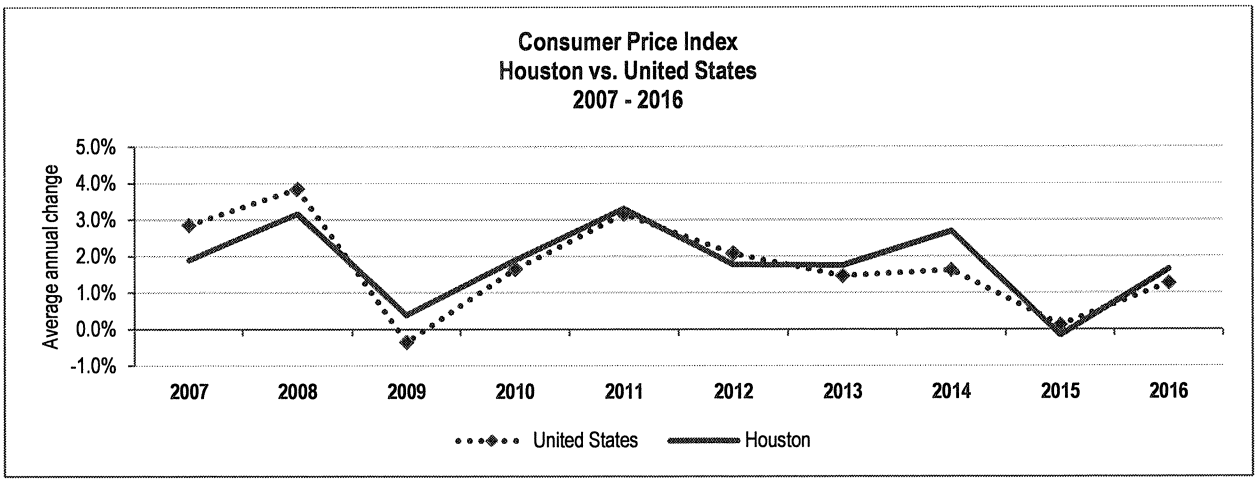
The five-year trend represented in the table below illustrates the vitality of the Houston housing market during the recent employment boom. Sales in 2016 increased slightly from 2015 surpassing 2014 record performance, and total dollar volume held virtually constant as the average sales price increased from $280,290 to $283,183. The report from the Houston Association of Realtors (covering March 2017) highlights positive sales in mid-range homes and increasing inventory as evidence that the Houston real estate market "demonstrated more sustainable conditions." The report shows 2017 home sales running 11.7% ahead of the 2016 year-to-date pace, with single-family inventory levels climbing from a 3.5 month supply to 3.8 months.

SUMMARY OF HOUSTON RESIDENTIAL SALES ACTIVITY					
	2016	2015	2014	2013	2012
Total Sales	91,520	88,764	91,439	88,069	74,116
Total dollar volume	**$24,546,840,733**	**$23,559,111,514**	**$23,553,542,859**	**$20,891,392,084**	**$16,040,186,637**
Single-family sales	76,449	73,724	75,535	73,232	62,374
Average sales price	$283,133	$280,290	$270,182	$248,591	$225,330
Median sales Price	$221,000	$212,000	$199,000	$180,000	$164,500

Source: HAR.COM

COST OF LIVING AND INFLATION

After dropping below the national average in 2015, Houston saw an increase in the cost of living in 2016. Houston prices, as measured by the Consumer Price Index (CPI), increased by 1.6% compared to the national increase of 1.3%. Houston's overall average CPI for 2016 was 216.64 versus 240.01 nationally, the result of which is that Houston residents have a cost of living that is approximately 9.73% lower than the national average.



Source: US Bureau of Labor and Statistics

The cost of consumer goods and services, as measured by the Consumer Price Index for All Urban Consumers (CPI-U) for Houston, trended lower than the national average for 2016 as evidenced in the chart above, before turning upward in 2016. With oil and gas prices on the decline through the latter half of 2014 and much of 2015, Houston's Consumer Price Index responded with a slight decrease. However, indications in 2016 are that inflation is returning to the area, as increasing housing costs and a slight rise in food prices offset cheaper motor fuel and household energy. U.S. Bureau of Labor Statistics data show consumer prices in the metro area rising 2% from February 2016 to February 2017, which the Greater Houston Partnership notes is the largest annual increase since late 2014.

Sources:

- Harris County Appraisal District
- The Greater Houston Partnership (Special Thanks to Patrick Jankowski)
- Houston Association of Realtors
- University of Houston Center for Public Policy
- National Association of Realtors Quarterly Report
- City of Houston
- US Bureau of Labor Statistics
- US Census Bureau
- US Bureau of Economic Analysis
- Federal Reserve Bank of Dallas – Houston Branch
- US Government Energy Information Administration
- University of Houston Institute for Regional Forecasting, C.T. Bauer College of Business (Special Thanks to Dr. Bill Gilmer)
- The Port of Houston Authority
- Houston Independent School District
- Facts and Figures about the Texas Medical Center – Texas Medical Center

GENERAL FUND

General Fund Summary ..... II - 2

General Fund Resources Summary ..... II - 4

General Fund Expenditures/Other Users Summary ..... II - 18

GENERAL FUND SUMMARY

Fund Name: General Fund
Fund No. : 1000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance - Unassigned	$	287,842,365	236,945,661	236,945,661	**225,277,073**
Revenue and Other Sources					
General Property Taxes		1,098,663,951	1,133,190,875	1,158,377,116	**1,165,657,227**
Industrial Assessment		19,238,671	18,042,943	18,322,159	**17,917,043**
Sales Taxes		640,476,181	615,000,000	621,000,000	**627,000,000**
Other Tax		16,271,203	16,908,772	16,908,772	**17,413,430**
Electric Franchise		101,211,691	102,029,934	102,029,934	**102,270,253**
Telephone Franchise		43,060,701	42,000,000	40,906,069	**37,215,000**
Gas Franchise		14,839,561	15,015,585	15,015,585	**13,790,581**
Other Franchise		32,056,238	33,738,694	30,430,779	**26,805,826**
Licenses and Permits		39,608,013	41,810,773	39,218,871	**39,586,832**
Intergovernmental		53,662,622	70,151,379	71,412,894	**71,062,250**
Charges for Services		62,553,381	58,697,673	59,118,660	**59,238,465**
Direct Interfund Services		54,023,866	53,896,663	55,580,967	**54,858,570**
Indirect Interfund Services		26,611,015	27,436,084	27,172,484	**29,000,502**
Municipal Courts Fines and Forfeits		24,960,347	22,812,017	21,371,058	**21,371,058**
Other Fines and Forfeits		4,952,458	4,306,281	4,127,935	**4,094,489**
Interest		3,699,893	3,000,000	4,000,000	**3,000,000**
Miscellaneous/Other		22,367,489	13,824,806	17,994,182	**13,137,564**
Total Revenue and Other Sources		2,258,257,281	2,271,862,479	2,302,987,465	**2,303,419,090**
Other Resources					
Sale of Capital Assets		7,934,074	14,500,000	9,569,138	**14,540,095**
Transfers From Other Funds		34,656,026	12,049,011	12,209,011	**18,265,432**
Total Other Resources		42,590,100	26,549,011	21,778,149	**32,805,527**
Total Available Resources		2,588,689,746	2,535,357,151	2,561,711,275	**2,561,501,690**
Expenditures and Other Uses					
Public Safety					
Fire Department		504,176,583	505,210,606	505,194,175	**481,151,022**
Houston Emergency Center		10,495,106	10,247,387	10,247,387	**9,762,358**
Municipal Courts Department		27,705,056	29,158,131	28,797,406	**30,433,858**
Police Department		800,918,021	823,455,228	823,455,228	**827,310,800**
Public Safety		1,343,294,766	1,368,071,352	1,367,694,196	**1,348,658,038**
Development & Maintenance Services					
General Services		40,705,672	41,275,746	41,019,034	**42,208,795**
Planning & Development		5,803,757	4,437,841	4,238,415	**3,508,305**
Public Works & Engineering		30,667,378	31,067,180	31,021,413	**33,338,578**
Solid Waste Management		74,564,420	83,746,262	83,698,068	**80,161,423**
Development & Maintenance Services		151,741,227	160,527,029	159,976,930	**159,217,101**

GENERAL FUND SUMMARY

Fund Name: General Fund
Fund No. : 1000

	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Human & Cultural Services				
Department of Neighborhoods	12,471,529	11,764,711	11,561,129	**11,486,366**
Housing & Community Development	489,712	532,806	532,806	**492,996**
Houston Health Department	61,248,377	65,691,549	65,508,354	**67,130,778**
Library	39,695,161	40,931,206	40,867,443	**40,568,753**
Parks and Recreation	70,169,414	73,481,187	73,481,187	**70,215,410**
Human & Cultural Services	184,074,193	192,401,459	191,950,919	**189,894,303**
Administrative Services				
Administration and Regulatory Affairs	29,241,234	30,554,734	30,497,710	**28,868,153**
City Controller	8,037,765	8,887,816	8,887,816	**8,621,182**
City Council (1)	17,464,641	11,956,424	11,956,424	**9,978,068**
City Secretary	684,768	907,716	853,609	**888,604**
Finance Department	17,656,942	19,625,006	19,054,344	**19,052,219**
Houston Information Technology Services	22,273,983	23,450,391	22,575,709	**17,067,639**
Human Resources	3,389,887	3,056,068	3,056,068	**3,170,587**
Legal	15,485,285	16,046,496	15,935,591	**16,094,331**
Mayor's Office	7,999,989	7,717,465	7,717,465	**7,472,916**
Office of Business Opportunity	2,835,394	3,048,776	2,958,579	**3,049,344**
Administrative Services	125,069,888	125,250,892	123,493,315	**114,263,043**
General Government				
General Government	197,731,316	200,539,558	200,463,250	**195,177,530**
Total Expenditures Other than Debt / PAYGO	2,001,911,390	2,046,790,290	2,043,578,610	**2,007,210,015**
Debt Service and PAYGO Capital				
Other Adjustments (2)	27,758,000	(23,544,022)	(23,544,022)	**0**
Captured Revenue Transfer to DDSRF	22,288,000	34,741,000	34,741,000	**34,109,000**
Trans to PIB Bonds Debt Service	295,954,000	281,959,000	281,959,000	**333,784,000**
Debt Service and PAYGO Capital Projects	346,000,000	293,155,978	293,155,978	**367,893,000**
Total Expenditures and Other Uses	2,347,911,390	2,339,946,268	2,336,734,588	**2,375,103,015**
Fund Balance - Unassigned	240,778,356	195,410,883	224,976,687	**186,398,675**
Total Budget	2,588,689,746	2,535,357,151	2,561,711,275	**2,561,501,690**
Changes to Unassigned Fund Balance	0	300,386	300,386	**80,045**
Prepaid Items and Imprest Cash	(3,832,695)	0	0	**0**
Ending Fund Balance - Unassigned	236,945,661	195,711,269	225,277,073	**186,478,720**
Amount Assigned for:				
Budget Stabilization Fund Reserve (3)	20,452,531	20,152,145	20,152,145	**20,072,100**
Ending Fund Balance - Unassigned	236,945,661	195,711,269	225,277,073	**186,478,720**
Total Ending Fund Balance $	257,398,192	215,863,414	245,429,218	**206,550,820**

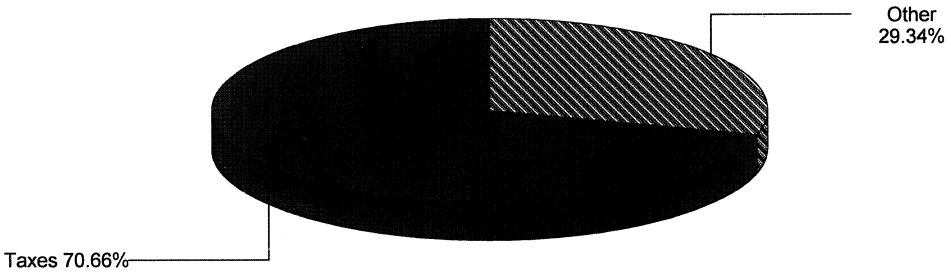
(1) City Council budget includes funding for Council District Service Project Program.
(2) Adjustments in FY2016 includes transfer to special fund and FY2017 includes debt prepayment from Building Inspection Fund.
(3) An amount not less than the greater of (a) 1% of expenditures (excluding debt service and PAYGO payment) or (b) $20M. In FY2016, $17M was transferred to the 2015 Flood Disaster Fund. During fiscal year 2016, $8M was transfered back to the budget stabilization fund leaving a balance of $11M.

The General Fund Summary in some cases may not agree with some of the departmental totals due to prior year restatements.

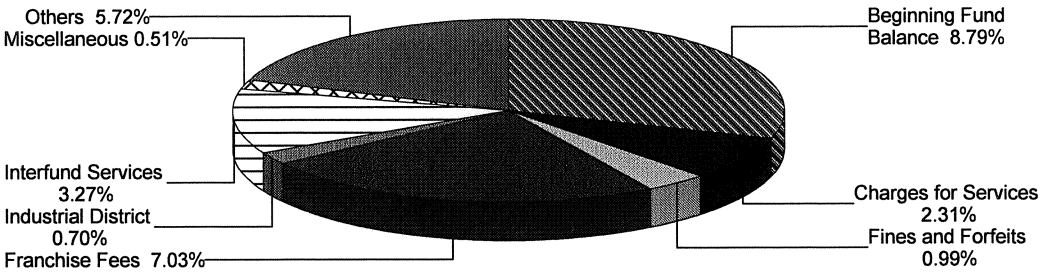
GENERAL FUND RESOURCES SUMMARY

The General Fund is the City of Houston's largest operating fund. With total resources of $2.6 billion budgeted in FY2018, this fund relies heavily on various forms of revenue to finance its operations. As illustrated below, approximately 71% percent of the total resources in the General Fund are from taxes, mainly property and sales taxes.

GENERAL FUND RESOURCES FY2018 BUDGET



COMPOSITION OF OTHER (ABOVE)



The composition of the FY2018 General Fund resources is listed below:

RESOURCE CATEGORIES	RESOURCE FY2018 BUDGET*	% OF TOTAL BUDGET
Taxes:		
Property Taxes	1,165,657	45.51%
Sales Taxes	627,000	24.48%
Other Tax	17,413	0.68%
Franchise Fees	180,082	7.03%
Industrial District	17,917	0.70%
Licenses and Permits	39,587	1.55%
Intergovernmental	71,062	2.77%
Charges for Services	59,238	2.31%
Interfund Services	83,859	3.27%
Fines and Forfeits	25,466	1.00%
Interest	3,000	0.12%
Miscellaneous/Other	13,138	0.51%
Total Revenue	2,303,419	89.93%
Sale of Capital Assets	14,540	0.57%
Transfers In	18,265	0.71%
Beginning FY2018 Fund Balance	225,277	8.79%
TOTAL RESOURCES	2,561,501	100.00%

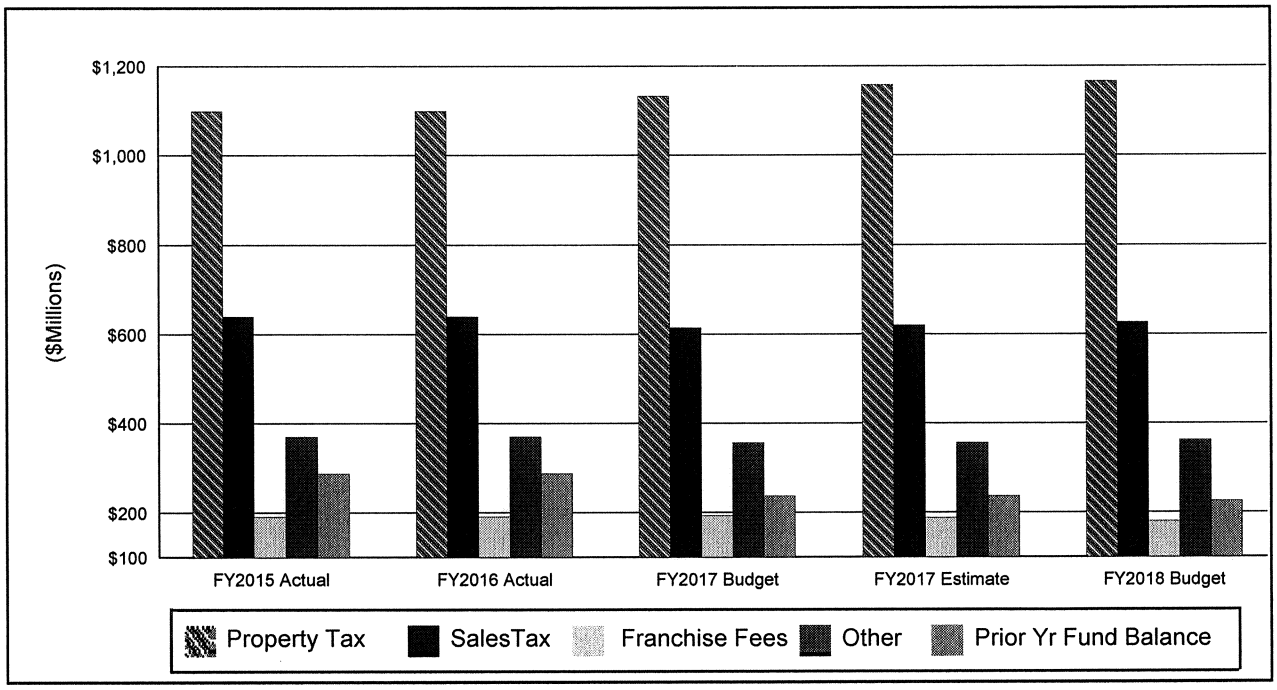
* Dollars in Thousands

Total may reflect slight variances due to rounding

The graph below provides a four-year comparsion of the City's resources in millions of dollars.

RELATIONSHIP OF GENERAL FUND RESOURCES

FY2015 THROUGH FY2018



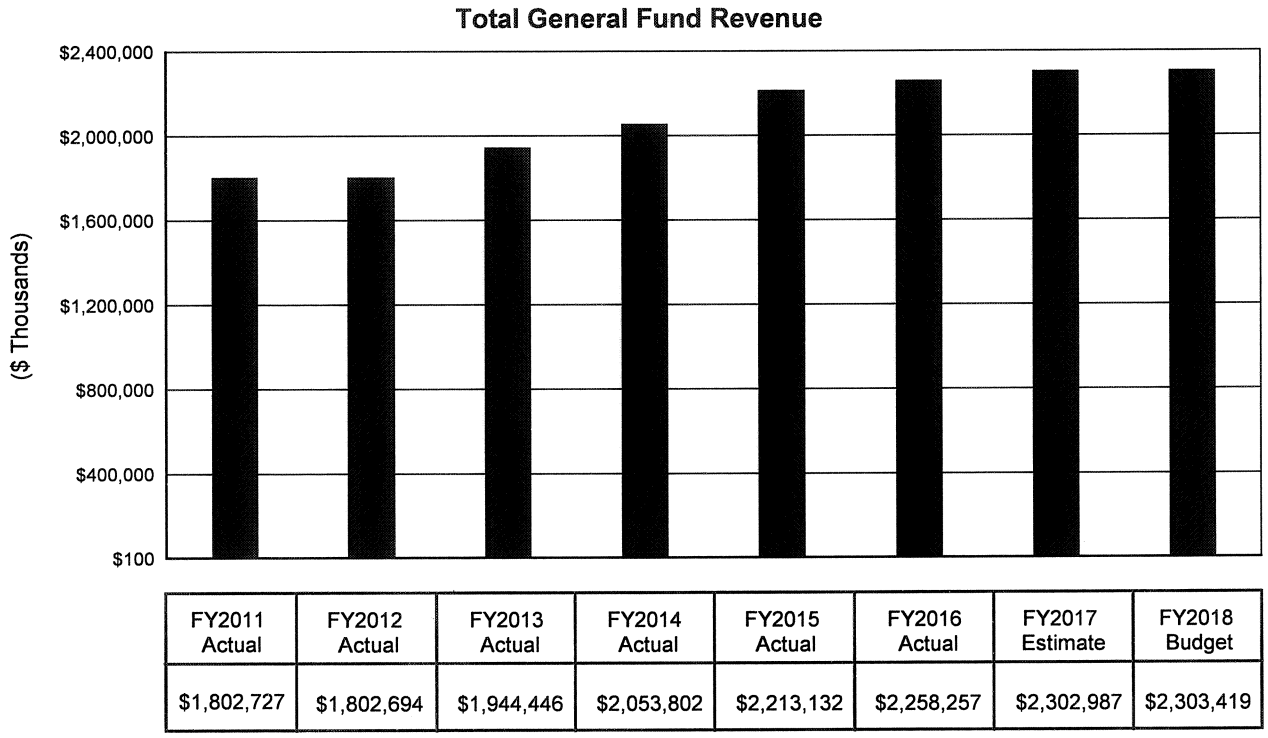


Table I below provides the FY2018 General Fund revenue budget by categories. As shown, the total revenue is expected to be $2.3 billion or $431thousand higher than the projected FY2017 revenue.

Table I

FY2018 Revenue Budget
Compared with FY2017 Estimate

Category	Projected Revenue ($ Thousands) FY2017 Estimate	FY2018 Budget	Increase / (Decrease)
General Property Taxes	1,158,377	1,165,657	7,280
Industrial Assessment	18,322	17,917	(405)
Sales Taxes	621,000	627,000	6,000
Other Tax	16,909	17,413	504
Electric Franchise	102,030	102,270	240
Telephone Franchise	40,906	37,215	(3,691)
Gas Franchise	15,016	13,791	(1,225)
Other Franchise	30,431	26,806	(3,625)
Licenses and Permits	39,219	39,587	368
Intergovernmental	71,413	71,062	(351)
Charges for Services	59,119	59,238	119
Direct Interfund Services	55,581	54,859	(722)
Indirect Interfund Services	27,172	29,001	1,829
Municipal Courts Fines and Forfeits	21,371	21,371	0
Other Fines and Forfeits	4,128	4,094	(34)
Interest	4,000	3,000	(1,000)
Miscellaneous/Other	17,994	13,138	(4,856)
Total	**2,302,988**	**2,303,419**	**431**

Table II provides the revenue estimate for each distinct revenue source that is expected to produce at least $3 million in FY2018. The remainder of this document describes the projection logic that has been used for each of these items.

Table II

Revenue Estimates for

Revenue Sources Over $3 Million

	Projected Revenue ($ Thousands)		
Item	**FY2017 Estimate**	**FY2018 Budget**	**Increase / (Decrease)**
General Property Taxes	$1,158,377	$1,165,657	$ 7,280
Sales Taxes	621,000	627,000	6,000
Industrial Assessment	18,322	17,917	(405)
Mixed Beverage Tax	16,687	17,188	501
Electric Franchise	101,018	100,836	(182)
Telephone Franchise	40,892	37,215	(3,677)
Gas Franchise	15,016	13,791	(1,225)
Cable TV Franchise Tax	22,442	19,077	(3,366)
Solid Waste Hauler Franchise Fee	7,595	7,664	69
Licenses and Permits	39,219	39,587	368
TIRZ Funding	29,096	29,174	78
Intergovernmental Revenue - 1115 Waiver	18,194	20,308	2,114
Ambulance Fees	46,500	46,200	(300)
Ambulance Fee Supplemental Reimbursement	24,033	21,500	(2,533)
Other Charges for Services	12,619	13,038	420
Interfund Police Protection	26,519	26,049	(469)
Interfund Fire Protection	20,360	20,360	-
Other Direct Interfund	8,702	8,449	(253)
Indirect Cost Recovery	27,172	29,001	1,828
Moving Violations	11,777	11,777	-
Other Municipal Courts Fines and Forfeitures	9,595	9,595	-
Miscellaneous/Other	17,994	13,138	(4,857)
All Other Revenues	9,859	8,899	(959)
Total	**$2,302,988**	**$2,303,419**	**$ 431**

Taxes

Property Taxes

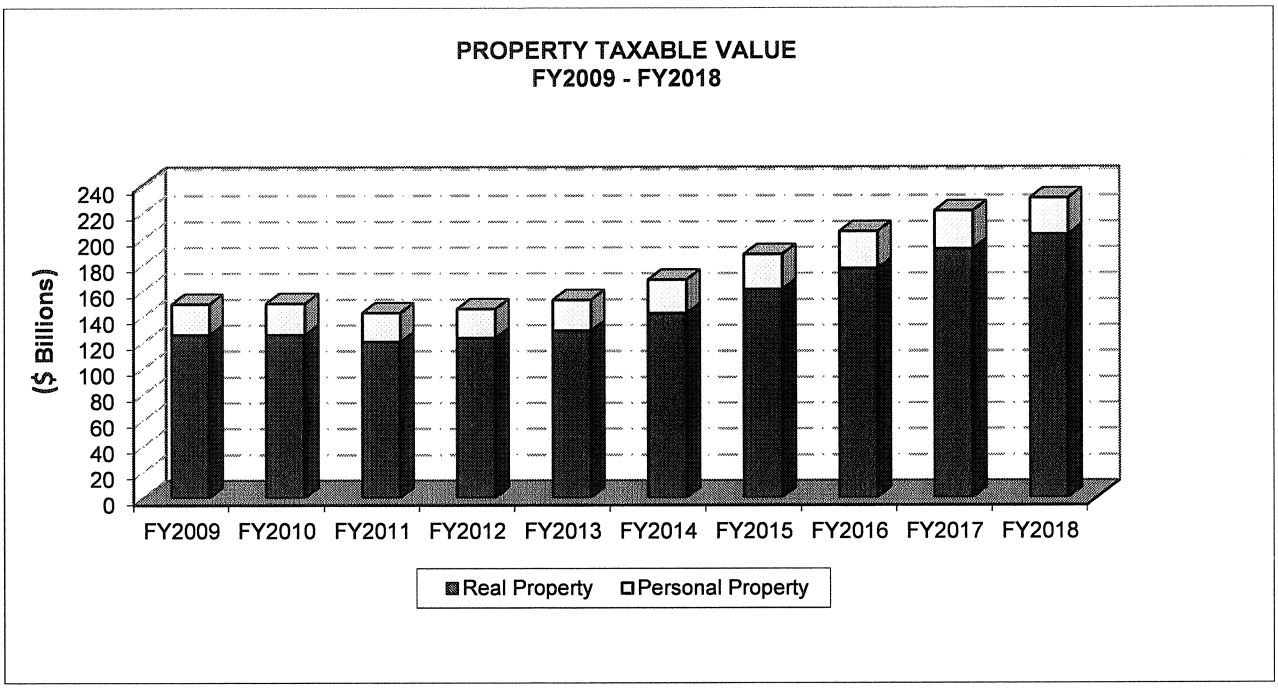
General property taxes are ad valorem taxes levied on the assessed valuation of real and personal property. Taxable values for all real and personal property within the City, depending on their locations, are established by the Harris County Appraisal District (HCAD), Montgomery County Appraisal District (MCAD) or Fort Bend County Appraisal District (FBCAD), collectively County Appraisal Districts (CAD), based upon market values as of January 1st. City Council approves exemptions such as homestead, 65 and over, disabled as well as Freeport exemptions and then sets a tax rate according to the state law. The current tax rate for the City of Houston is 58.642 cents per $100 of taxable value.

Based upon the adopted tax rate set by Council and taxable value as assessed by CAD, tax bills are generated and sent to taxpayers by Harris County Tax Office around mid-November. Payment is due by January 31st of the following year. Taxes not paid by the due date are delinquent and subject to penalties and interest charges. Taxpayers who wish to appeal values set by CAD may do so if taxes on the uncontested value are paid timely.

Occasionally, taxes are overpaid as a result of errors in appraisal or an overpayment by a taxpayer. Harris County Tax Office refunds such payments based upon the Texas Property Tax Code and documentation supplied by the taxpayers. Fluctuations in collections reflect changes in assessed property values, collection efforts, and tax rate.

The FY2018 property tax value certified estimate provided by CAD to the City in April 2017 is $231.1 billion, which is net of the current senior/disabled exemption of $160,000. The estimated taxable value is then reduced by the estimated incremental value of properties within the Tax Increment Reinvestment Zones (TIRZ). The net of TIRZ taxable value is estimated at $202.7 billion.

Below is a graph showing the ten-year history of property taxable values in Houston, with the $231.1 billion estimate shown for FY2018.



CITY OF HOUSTON APPRAISED VALUE
($ Millions)

Fiscal Year	Tax Year	Real Property	Personal Property	Total Value
2005	2004	86,433	19,467	105,900
2006	2005	91,827	19,293	111,120
2007	2006	99,483	20,858	120,341
2008	2007	112,241	23,214	135,455
2009	2008	125,982	23,645	149,627
2010	2009	125,999	24,094	150,093
2011	2010	120,546	22,360	142,906
2012	2011	123,292	22,381	145,673
2013	2012	129,096	23,692	152,788
2014	2013	142,599	25,810	168,409
2015	2014	160,919	27,031	187,950
2016	2015	177,083	28,462	205,545
2017	2016	194,948	28,266	223,214
2018	2017	203,214	27,920	231,134*

*County Appraisal District Certified Estimates, as of April 2017.

Property Tax Collections

In November 2004, Proposition No. 1 was passed amending the City Charter to limit the annual increase in total ad valorem tax revenues. The increase is capped at the lower of the increase in Consumer Price Indexes (CPI) plus the growth in population or 4.5% over the prior fiscal year. In addition, in November 2006, Proposition H was passed to further increase the applicable revenue limitations by $90 million.

The FY2018 property tax revenue estimate is derived according to Proposition 1 and Proposition H. The Finance Department applied the 2016 inflation rate of 1.5842% and population estimate as of 7/1/2016 of 1.02% to arrive at a net revenue estimate of $1.17 billion. This revenue is approximately 0.63% higher than the estimated FY2017 revenue of $1.16 billion. The property tax rate will be adjusted accordingly to levy revenues no higher than the Proposition 1 and Proposition H limitation.

The Proposition 1 and Proposition H revenue limitation is calculated with the following assumptions.

Population (1)		CPI (2)		
July 1, 2003	2,009,669	2003	163.7	
July 1, 2004	2,012,626 + 0.1471%	2004	169.5	+ 3.5431%
July 1, 2005	2,076,189 + 3.1582%	2005	175.6	+ 3.5988%
July 1, 2006	2,144,491 + 3.2898%	2006	180.6	+ 2.8474%
July 1, 2007	2,208,180 + 2.9699%	2007	183.8	+ 1.7929%
July 1, 2008	2,244,615 + 1.6500%	2008	189.967	+ 3.3339%
July 1, 2009	2,257,926 + 0.5930%	2009	190.495	+ 0.2779%
July 1, 2010	2,099,451 + 0.0000%	2010	194.172	+ 1.9302%
July 1, 2011	2,145,146 + 2.1765%	2011	200.495	+ 3.2564%
July 1, 2012	2,160,821 + 0.7307%	2012	204.213	+ 1.8544%
July 1, 2013	2,195,914 + 1.6241%	2013	207.574	+ 1.6458%
July 1, 2014	2,239,558 + 1.9875%	2014	213.365	+ 2.7898%
July 1, 2015	2,296,224 + 2.5302%	2015	213.039	- 0.1528%
July 1, 2016 (4)	2,319,603 + 1.0181%	2016	216.414	+ 1.5842%

	($ In Thousand)
FY2005 Actual	$671,294
Population Increase 2004	0.1471%
CPI Increase 2004	3.5431%
FY2006 CAP	$696,066
Population Increase 2005	3.1582%
CPI Increase 2005	3.5988%
FY2007 CAP	$743,100
Population Increase 2006	3.2898%
CPI Increase 2006	2.8474%
FY2008 CAP	$788,705
Population Increase 2007	2.9699%
CPI Increase 2007	1.7929%
FY2009 CAP	$826,269
Population Increase 2008	1.6500%
CPI Increase 2008	3.3339%
FY2010 CAP	$867,450
Population Increase 2009	0.5930%
CPI Increase 2009	0.2779%
FY2011 CAP	$875,005
Population Increase 2010	-7.0186%
CPI Increase 2010	1.9302%
FY2012 CAP	$875,005
Population Increase 2011	2.1765%
CPI Increase 2011	3.2564%
FY2013 CAP	$922,543
Population Increase 2012	0.7307%
CPI Increase 2012	1.8544%
FY2014 CAP	$946,392
Population increase 2013	1.6241%
CPI Increase 2013	1.6458%
FY2015 CAP	$977,338
Population Increase 2014	1.9875%
CPI Increase 2014	2.7898%
FY2016 CAP	$1,024,029
Population Increase 2015	2.5302%
CPI Decrease 2015	-0.1528%
FY2017 CAP	$1,048,375
Population Increase 2016	1.0181%
CPI Decrease 2016	1.5842%
	$1,075,657
Proposition H (3)	$90,000
FY2018 CAP	**$1,165,657**

FY2017 Estimate	$1,158,377
FY2018 CAP (Based on 4.5% Increase from FY2017 Estimate)	$1,207,457
Final FY2018 CAP (the Lower FY2018 CAP)	**$1,165,657**

(1) Population numbers based upon the US Census Bureau estimate most recently published when deciding limits of each respective year's property tax revenue budget increase.
(2) CPI increase based on the change in the CPI-U for Houston-Galveston-Brazoria, Texas as published by the Bureau of Labor Statistics, for the preceding calendar year.
(3) In accordance with Proposition H, to increase the applicable revenue limitation by $90 million.
(4) Population numbers based upon Planning Department estimate.

Sales Tax

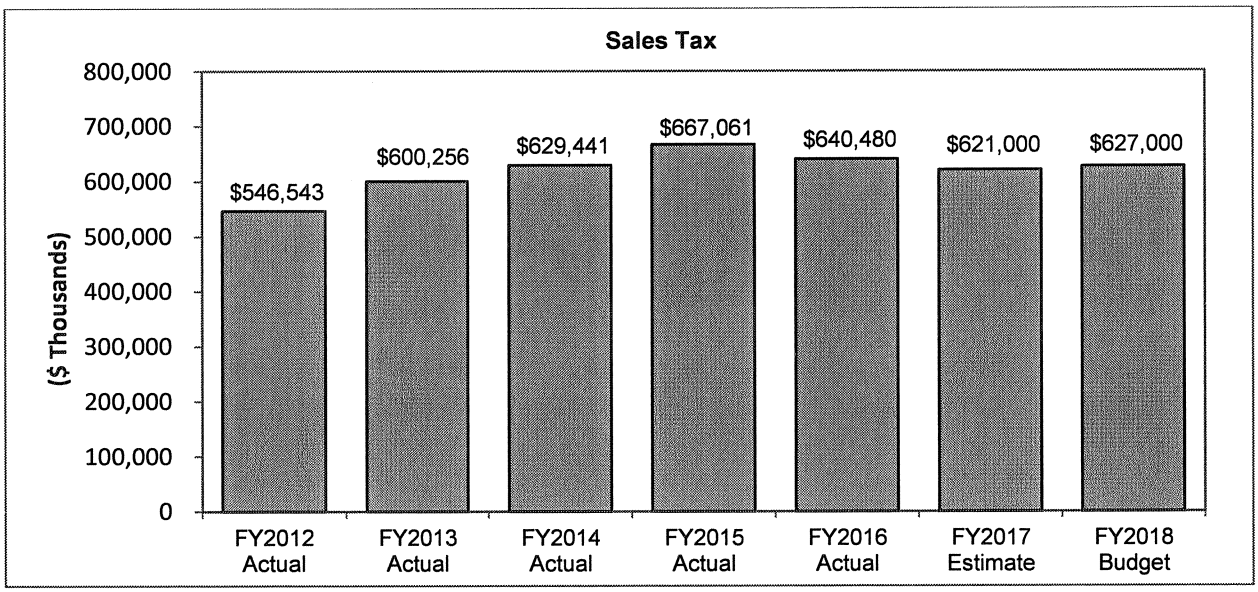
General sales and use taxes are imposed upon the sale or consumption of certain goods and services at the point of sale. In the City of Houston, a $0.0825 sales and use tax is applied for every dollar of sales. The

Metropolitan Transit Authority (METRO) receives $0.01, and the State of Texas receives $0.0625. The State Comptroller remits a $0.01 share to the City, after withholding a 2% service charge.

The sales tax projections are derived from econometric models which take into account the sectors of the Houston economy and estimates of income, prices, population, and Primary Metropolitan Statistical Area (PMSA) retail sales.

The FY2018 budget amount of $627 million is approximately $6 million, or 0.97% higher than FY2017 estimated amount of $621 million. This estimate is supported by the uncertainty regarding the path of oil prices. Employment is the key driver of sales tax revenue, including consumer sales and business to business sales. Historically, the sales tax has responded in an immediate manner to changes in our employment growth and/or decline. The energy exploration and drilling boom has slowed significantly, and while Houston's economy has diversified, it is still strongly tied to energy. The City will monitor oil and gas prices to see if low prices further impact the local economy.

The following graph provides a seven-year comparison of the City's Sales Tax revenue.



Industrial District Assessments

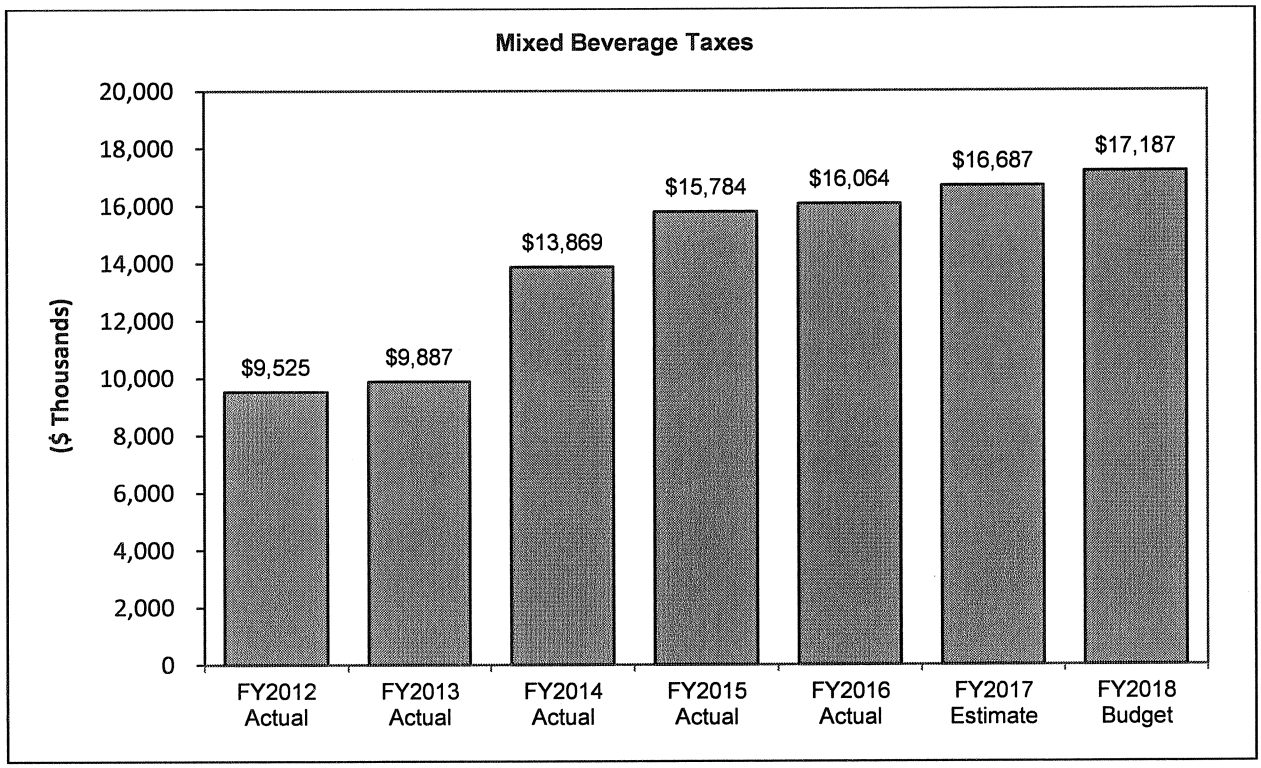
The City of Houston has Industrial District Contract Agreements having a term of fifteen years with more than 100 companies that are located within the Houston Extra-Territorial Jurisdiction (ETJ). A contractually reduced ad valorem assessed valuation fee is calculated and billed annually to each company in lieu of the property being annexed and subject to City of Houston property taxes. Industrial District Assessments are based on current year property values provided by HCAD. The City expects to collect $17.9 million in FY2018.

Mixed Beverage Tax

Following the end of each calendar quarter, the State Comptroller allocates 10.7143% of the mixed beverage tax received to the counties and cities.

Mixed beverage tax allocation amounts are dependent upon the timing and accuracy of taxpayer's returns and payments, but generally represent taxes remitted to the Comptroller's Office during the calendar quarter immediately preceding the month the allocation is distributed.

For the FY2018 projection, we are anticipating the revenue estimate of $17.2 million reflecting the trend in recent years. The following graph shows the seven-year comparison of the City's mixed beverage tax revenue.



Franchise Fees

Franchise fees are paid by companies, entities, or persons for the privilege of using public property for private purposes. Franchise agreements have been granted to numerous utilities and other enterprises, either directly by the City of Houston or by the State of Texas, including CenterPoint Energy, AT&T, several cable television firms, and others.

Changes in franchise revenue depend on many factors including economic fluctuations, rate charges, customer usage, franchise agreement changes and legislative actions.

Electric Franchise

Electric franchise fees are paid to the City for the right to conduct an electric light and power business and to use the City's rights-of-way for that business.

There are two companies in Houston that pay electric franchise fees: CenterPoint Energy Houston Electric ("CenterPoint") and Entergy. CenterPoint pays approximately 99.9% of the electric franchise fees paid to the City, which represents approximately $100.7 million per year.

Prior to electric deregulation, which became effective on January 1, 2002, electricity franchise payments were calculated as a percentage of the electric company's gross revenues from sales to customers located within the City limits. Under this payment formula, electric franchise fees to the City fluctuated from $80 million to as much as $90 million per year.

From January 2002 through June 2005, franchise payments were no longer calculated based on a percentage of gross revenues, but instead were based on kilowatt hour consumption by customers within the City limits. During this period, electric franchise revenues dropped significantly, averaging $75 million each year.

In July 2005, the City and CenterPoint entered into a new franchise agreement for a term of 30 years. The new agreement establishes a base franchise fee to the City of approximately $96 million per fiscal year, payable monthly, which is adjusted annually based on kilowatt hours delivered in the City.

The FY2017 electric franchise fee estimate is $101 million. The FY2018 electric franchise fee estimate of $100.8 million is approximately 0.18% lower than the FY2017 estimate. Kilowatt hour consumption for calendar year 2016 was down 0.26% from 2015.

The City of Houston exercises original jurisdiction over the rates, operations and services of these electric utilities for the Houston area.

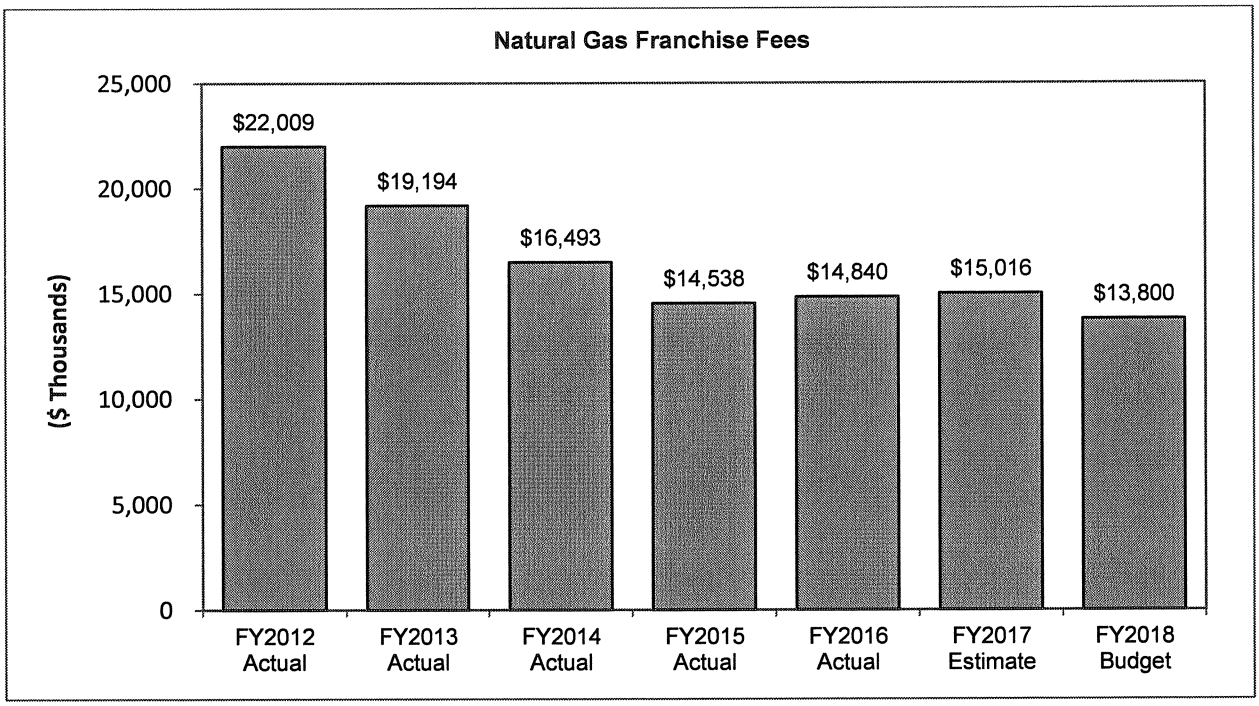
Natural Gas Franchise

Like electric franchise fees, natural gas franchise fees are paid by utilities that use the City's rights-of-way for the transportation, delivery, sale and distribution of natural gas to customers in the City.

There is one company in Houston that pays natural gas franchise fees to the City of Houston: CenterPoint Energy Resources Corporation ("CenterPoint" – formerly Entex). These fees are paid monthly and are based on 5% of gross receipts on a rolling 3-year average. For FY2018, franchise fees are based on CenterPoint's 2014, 2015 and 2016 gross revenues.

The estimate for FY2017 natural gas franchise fees from CenterPoint is approximately $15 million. The FY2018 natural gas franchise fee estimate is $13.8 million, a decrease of 8.16% from FY2017. CenterPoint's calendar year 2016 revenues were $232.4 million compared to calendar year 2013's revenues of $305.9 million, a decrease of 24.03%. Residential and commercial account revenues in 2016 were down 19.89% and 40.10%, respectively, compared to 2013's accounts, which account for the majority of the loss in overall revenues.

The graph below provides a seven-year comparison of the City's natural gas franchise fee revenue.



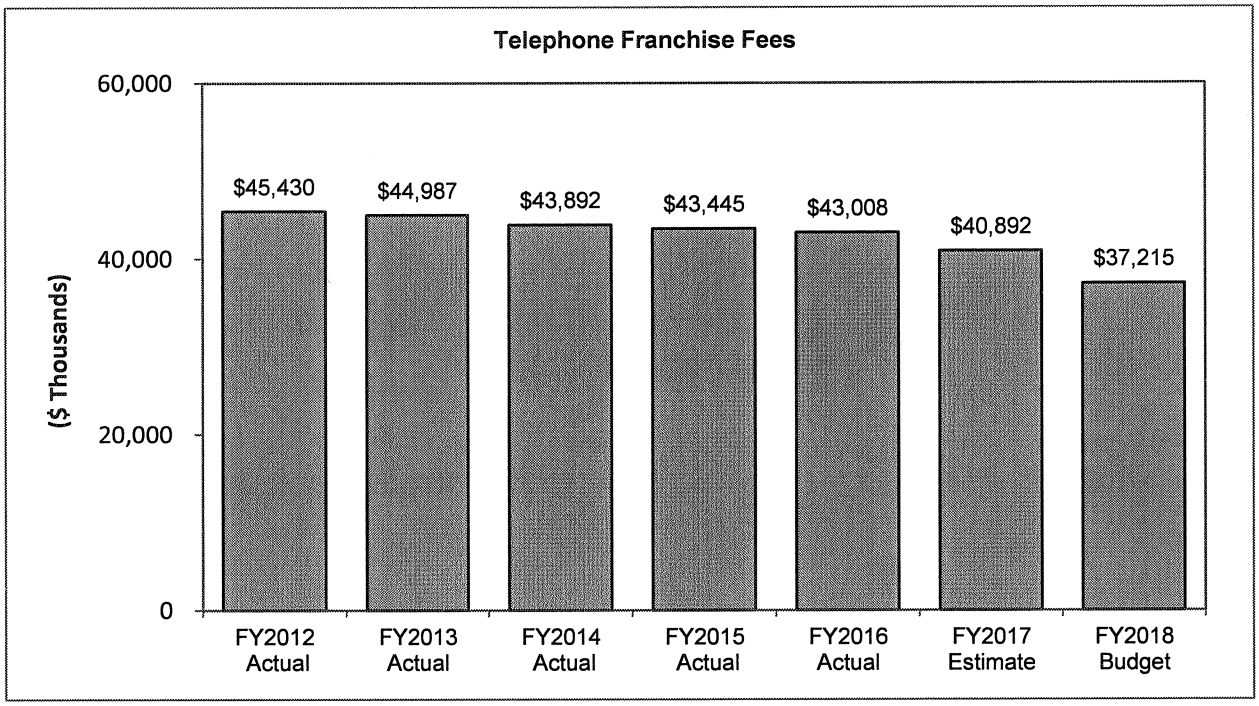
The City of Houston exercises original jurisdiction over the rates, operations and services of these natural gas utilities for the Houston area.

Telephone Franchise

Since deregulation of this industry in 2000, the telephone franchise fee paid to municipalities in Texas has been determined by applying an "access line rate," assigned by the Public Utilities Commission of Texas (PUCT) and adjusted annually for inflation, to the number of access lines in the municipality reported quarterly by each Certificated Telecommunications Provider ("CTP") doing business in that municipality. The access line rates that will be in effect during the fiscal year are as follows: residential - $1.81; non-residential - $6.13; and point-to-point - $17.35.

The FY2017 estimate for telephone franchise fee is $41 million, exclusive of audit recoveries. The FY2018 projection of $37.2 million is a 9.27% decrease from FY2017 estimate, and is reflective of the continued decrease in the number of access lines being reported by CTPs.

The following graph below provides a seven-year comparison of the City's telephone franchise fee revenue.



Cable TV Franchise Fees

The City of Houston currently has two active cable franchises with the following cable companies: SuddenLink Communications and Phonoscope. The cable franchises expire in 2017 and 2018, respectively. Pursuant to the terms of their franchise agreements, these companies pay franchise fees in the amount of 5% of their gross revenues from sales to Houston customers. In addition, there are two cable television/video service-providers operating in Houston under state-issued certificates of franchise authority: Comcast Cable and AT&T U-Verse. Under the terms of the state franchise, these operators also pay the City of Houston 5% of their gross revenues from sales to Houston customers. The largest of either type of franchise is Comcast, which accounts for approximately 65.4% of the total cable franchise revenue projection for FY2018. The projection for FY2018 is $19.1 million, which is 14.73% lower than the FY2017 estimate of $22.4 million. Continuing decreases in AT&T U-verse franchise fee payments are expected based on industry publication articles indicating AT&T is driving customers to its DirectTV platform and away from its U-verse platform.

Solid Waste Hauler Franchise Fees

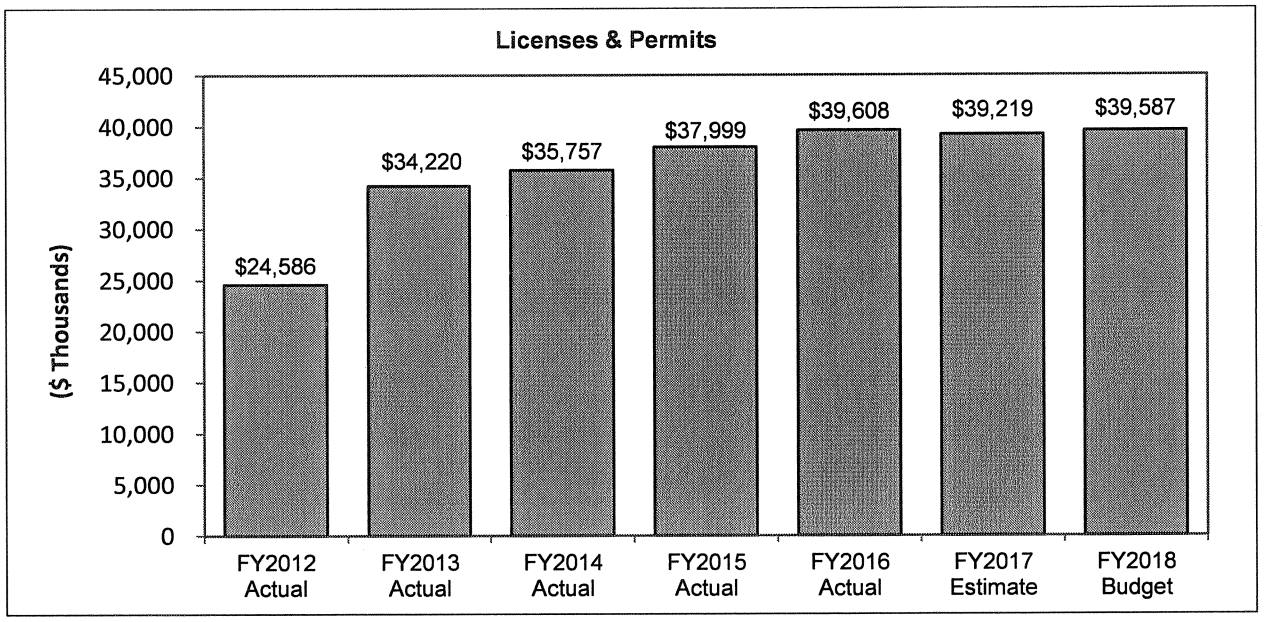
Solid waste haulers pay fees to compensate the City for the use of City streets. Approximately 122 active solid waste hauler franchises pay 4% of gross revenues from transporting commercial solid and industrial wastes that originate within the City limits. The FY2017 estimate for solid waste hauler franchise fees is $7.6 million,

exclusive of audit recoveries. The FY2018 estimate of $7.7 million assumes a slight increase in revenues as a result of stabilization of the local economy.

Other Revenues

Licenses and Permits

The Licenses and Permits category includes such items as special fire, food dealer, burglar alarm, dumpster permits, and many other permits. The FY2018 revenue is estimated at $39.6 million, which is approximately $400,000 higher than FY2017 estimate of $39.2 million.



Ambulance Fees

City of Houston Code of Ordinance Chapter 4 permits the City to provide Emergency Medical Services including ambulance transport to the public and permits the City to partially recover the cost of providing those services. The base and variable fee structure is addressed under Section 4.13.

The City contracts with a third-party vendor for the billing and collection of Emergency Medical Services. The present contract is with Digitech Computers, Inc. At the end of the four-year contract term (August 2017), the City can opt to renew the contract for up to four successive one-year terms.

The revenue projection for Emergency Medical Services provided by the City of Houston for FY2018 is $46.2 million, a decrease of $300,000 or approximately 1% lower than the FY2017 estimate of $46.5 million.

Other Charges for Services

Other charges for services include miscellaneous copy fees, public safety report fees, vending machine concessions, vehicle storage, hazardous material response, and others. For FY2018, revenues of $13 million are projected, an increase of approximately $420,000 or 3.3% higher than the FY2017 estimate of $12.6 million.

Interfund Direct Charges

The General Fund charges the Houston Airport System for airport police service, which is the responsibility of Houston Police Department (HPD). The FY2018 projection of $26 million is $469,000 lower, or approximately 2% lower than the FY2017 estimates of $26.5 million.

The Aviation Enterprise Fund also pays for fire protection provided by the Fire Department to the Houston Airport System. The FY2018 projection of $20.4 million, which remains unchanged from the FY2017 estimate.

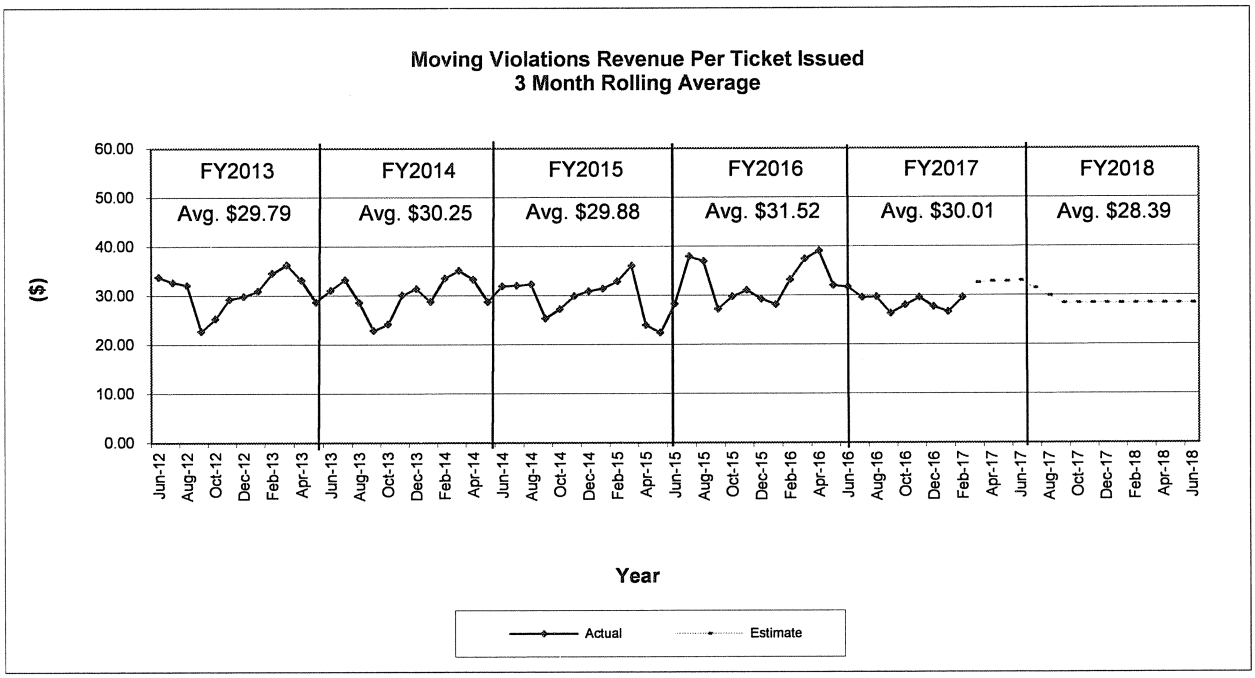
Payments received for other direct services performed by the General Fund are recovered throughout the year. The FY2018 projection of $8.5 million is approximately $253,000 lower than the FY2017 estimate of $8.7 million.

Indirect Cost Recovery

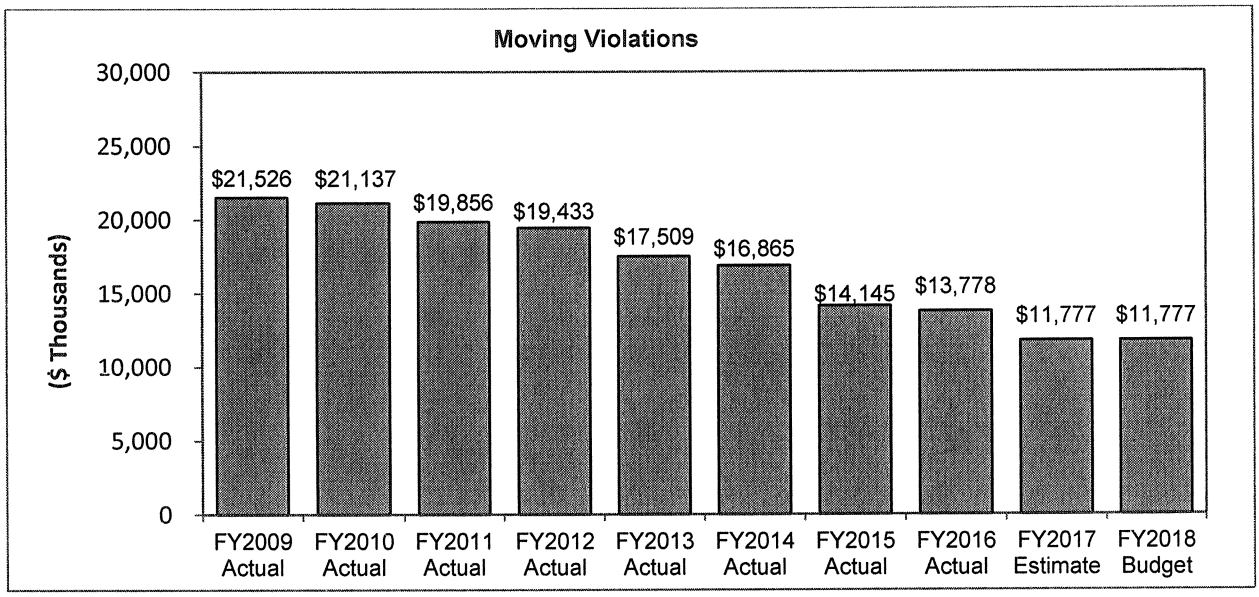
The General Fund provides citywide central support services and recovers the cost of these services through allocation of indirect costs. These amounts are determined through the preparation of an annual cost allocation plan, which distributes administrative overhead costs to General Fund operating departments and to other funds. For FY2018, the proposed plan calls for cost recoveries totaling $29 million, an increase of $1.8 million in indirect interfund revenue from the FY2017 estimate of $27.2 million.

Moving Violations

In FY2018, we project 414,770 tickets to be issued. Total Moving Violations revenue budgeted is $11.8 million, which results in an average of $28.39 for tickets issued in FY2018.



The graph below provides a ten-year comparison of the City's Moving Violations revenue.



Other Municipal Courts Fines and Forfeitures

The FY2018 Municipal Court Fines and Forfeitures are projected at $9.6 million.

Miscellaneous/Other

The FY2018 revenue is estimated at $13.1 million, which is approximately $4.9 million lower than FY2017 estimate of $18 million.

All Other Revenues

Estimated revenues in remaining categories have been calculated using simple trend analysis, as well as operational and collections information from the collecting department. These revenues are estimated at $8.9 million in FY2018, and $9.9 million for FY2017.

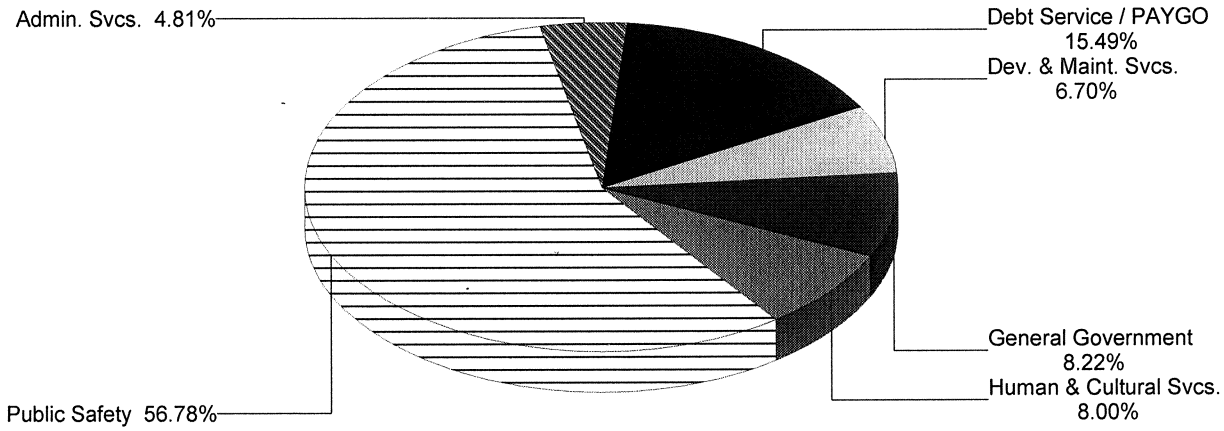
A detailed listing of General Fund revenues by category are presented in the appendices.

GENERAL FUND EXPENDITURES/OTHER USES SUMMARY

General Fund Expenditures and other uses make up the largest portion of the City's FY2018 Budget. These expenditures and other uses are funded by revenues from property and sales taxes, franchise fees, licenses and permits, charges for services, miscellaneous categories, and other sources. (For a detailed explanation, see the General Fund Resources Summary).

FY2018 General Fund expenditures and other uses are allocated among twenty-four (24) departments and five (5) functional areas; the functional areas include: Public Safety, Development and Maintenance Services, Human and Cultural Services, Administrative Services, and General Government. The following graph illustrates the allocation of these expenditures and other uses. Please note that the Public Safety and Human and Cultural Services categories are supported by expenditures in all other categories.

GENERAL FUND EXPENDITURES/OTHER USES FY2018 BUDGET



Total = $2,375,103,015

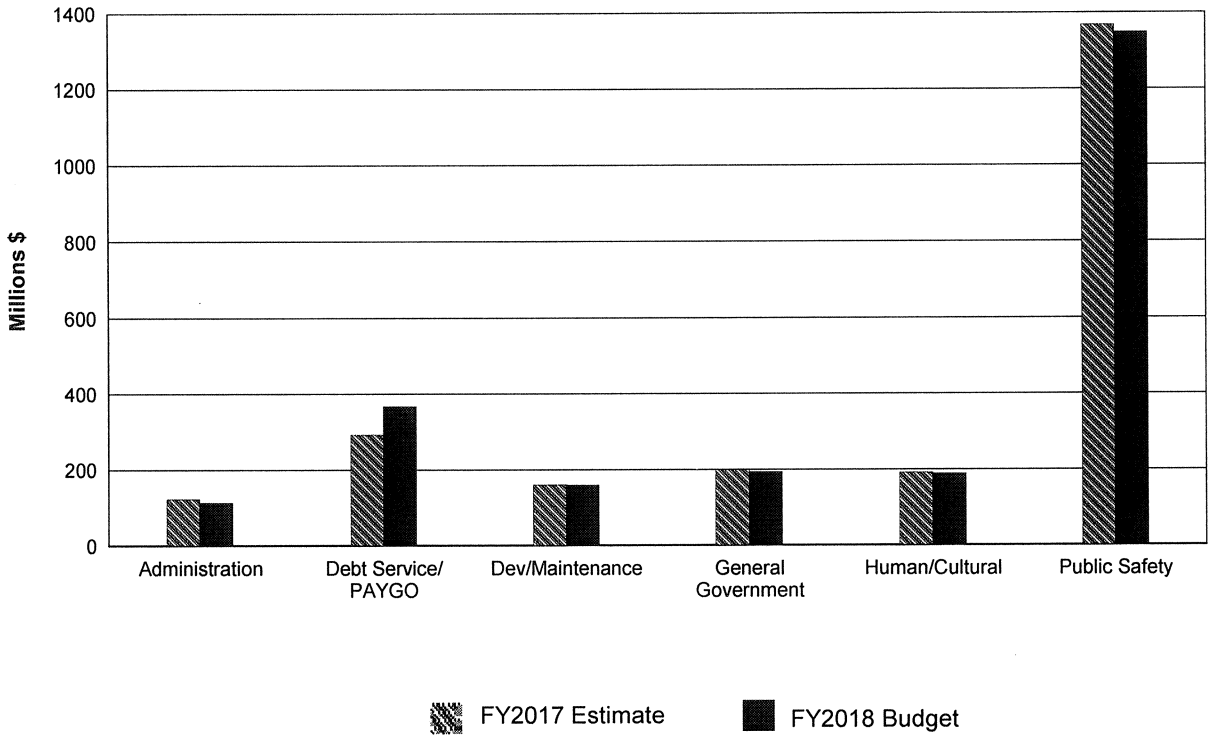
OVERVIEW

The largest single category of expenditures and other uses in FY2018 is Public Safety (56.78%), followed by Debt Service/PAYGO (15.49%), General Government (8.22%), Human and Cultural Services (8.00%), Development and Maintenance Services (6.70%), and Administrative Services (4.81%).

The General Fund is dominated by public safety costs. While the public safety category makes up a majority of the total costs, it is important to note that other expenditure categories such as debt, general government, maintenance, and administrative services provide support for public safety activities. Those public safety activities could not operate without the support. Further, it is widely recognized that many of the human and cultural services the City provides indirectly reduce crime by actively engaging at-risk groups. In many ways those services are public safety costs as well.

The following graph compares the FY2017 Estimate and FY2018 Budget by functional category. Please refer to the tables at the end of this section for comparisons among departments.

General Fund Expenditures/Other Uses
FY2017 Estimate vs. FY2018 Budget



The FY2018 budget for General Fund expenditures/other uses of $2,375 million is $40 million lower than the FY2017 estimate of $2,335 million.

The following section provides highlights of FY2018 General Fund expenditures/other uses by functional category and department.

Public Safety

The Public Safety functional category includes: Fire, Houston Emergency Center, Municipal Courts, and Police Departments.

- The Fire Department's FY2018 includes two new cadet classes and one new paramedic training class.
- The Houston Emergency Center will continue its mission of providing the citizens of Houston with the most efficient, accurate, and professional service when processing life-threatening calls.
- Municipal Courts provides magistrate services, executes blood search warrants for law enforcement, and oversee various specialized dockets including: Juvenile, Truancy, Teen Court, Property Disposition, and high-volume Impact and Homeless Outreach. Additionally, the department oversees budgetary operational functions of three Special Revenue Funds: Courts Building Security Fund, which provides funding for additional safety at the municipal courts; Courts Technology Fund, which provides technology enhancements at the municipal courts; and the Juvenile Case Manager Fund, which employs juvenile case managers to reduce truancy and limit juvenile exposure to the criminal justice system.
- The Police Department's FY2018 Budget includes funding to meet the department's goals of enhancing safety throughout the City, continuing positive relations with the community, ensuring the department's accountability to the public, maintaining and increasing productivity, and increasing professionalism of department employees. It also includes funding for four new cadet classes.

Development and Maintenance Services

The Development and Maintenance Services functional category includes: the General Services, Planning and Development, Public Works and Engineering, and Solid Waste Management Departments.

- The General Services Department continues to provide best practices in managing facilities, design, construction, security, and resource conservation in core civic buildings to optimize the life of City buildings. Funding for preventive and corrective maintenance costs for facilities managed by the department are being reported in Maintenance Renewal and Replacement Fund.
- The Department of Planning and Development provides leadership and support in making Houston a vibrant city in which to live, learn, work, and play by: (1) administering regulatory and other tools affecting development and growth, (2) developing plans to meet future citywide needs, (3) administering tools that enhance and protect neighborhood character and stability, and (4) providing reliable data, mapping, and analysis to decision-makers.
- The Public Works and Engineering Department's FY2018 Budget includes: PWE Finance, Traffic Operations, and Planning Divisions. The Planning Division will continue to process Joint Referral Committee transaction activities assigned to the department in a timely matter. The Traffic Operations Division will continue to work to alleviate traffic congestion resulting from malfunctioning traffic signals, accidents, and other mobility issues throughout the City during peak periods.
- The Solid Waste Management Department provides solid waste services to the citizens of Houston through the collection, disposal, and recycling of discarded material in a manner that is safe, efficient, environmentally sound, and cost-effective. In FY2018, the department will continue to refine its major work program performance measures.

Human and Cultural Services

The Human and Cultural Services functional category includes: the departments of Houston Health Department, Housing and Community Development, Library, Parks and Recreation, and the Department of Neighborhoods.

- The Houston Health Department works with the community to promote and protect the health and social well-being of Houstonians. The FY2018 Budget includes funding for the Texas Medicaid Transformation 1115 Waiver Intergovernmental Transfer.

- The Housing and Community Development Department continues to provide services principally to low and moderate income persons. The department manages and administers both federal and non-federal funds that are earmarked for the development of viable urban communities. FY2018 General Fund Budget includes funding to support personnel costs of individuals who have been assigned in part and/or whole to two citywide initiatives: (1) Land Assemblage Redevelopment Authority (LARA) and (2) Service of the Emergency Aid Resource Center for the Homeless (SEARCH) Mobile Outreach Program.

- The Houston Public Library (HPL) remains committed to its role as a leader in the state and in the nation. The FY2018 Budget allows HPL to focus on five customer-driven organizational priorities which are Lifelong Learning, Literacy Learning, Life Skills Learning, Laboratory Learning, and Lifestyle Learning.

- The Houston Parks and Recreation Department's FY2018 Budget will allow the department to continue to enhance urban life by providing safe, well-maintained parks and offering affordable programs for the community; as well as offering quality neighborhood parks for the citizens to enjoy. The department partners with other departments such as Library, Health, General Services Department, Planning and Development as well as Public Works and Engineering to offer the best family experience the City has to offer.

- The Department of Neighborhoods' FY2018 Budget includes funding to continue the department's focus of increasing awareness of the City's blight ordinances, sign code enforcement activities and other activities such as citizens assistance, gang prevention outreach, addressing the concerns of people with disabilities, international communities, volunteerism, and education programs in an effort to improve neighborhoods and help make Houston a better place to live.

Administrative Services

The Administrative Services functional category includes: the departments of Administration and Regulatory Affairs, City Controller's Office, City Council, City Secretary, Finance, Houston Information Technology Services, Human Resources, Legal, Mayor's Office, and Office of Business Opportunity.

- The Administration and Regulatory Affairs (ARA) Department applies efficient and logical solutions to administrative and regulatory challenges. Our goal is to provide increasing value to Houston via a customer-driven team that pursues continual improvement in operational efficiency and service excellence. We employ these improvement principles in the administration of our various divisions, from our public-facing functions such as examining vehicle-for-hire licensing requirements, administering the City's 311 information line, expanding animal wellness programs, providing on-street parking management, and business permitting; to our administrative and regulatory functions such as utility regulation, franchise administration, Citywide policy administration, and management of the City's risk and exposure through commercial insurance.

- The Controller's Office continues to protect the financial integrity of Houston's City government. In FY2018 the department will continue ensuring accurate and timely reporting on the City's current financial condition, assessing the City's future financial condition, and certifying to City Council that funds are available for all appropriations.

- The Finance Department promotes fiscal responsibility, provides high-quality financial services and information to the Mayor's Office, City Council, City departments and citizens. Finance promotes engaging staff and providing them with resources needed to get the job done. The continued improvement of the financial process of execution internally and citywide remains a high goal of the department in FY2018.

- Houston Information Technology Services (HITS) continues to engage to become a partner of choice; to create a resilient, scalable and agile IT infrastructure; to transform our IT workforce; to improve the overall management of IT services; protect city information and data; and enhance citizen engagement. The FY2018 Budget includes funding for all citywide technology initiatives.

- The Legal Department continues to provide core legal services, bond issue representation, preparation of ordinances and resolutions, utility regulation, and revenue collection. The FY2018 Budget will continue to focus on the citywide debt collection program, assisting civic groups and individuals in the protection of their neighborhoods, handling deed restriction violations, moving to demolish blighted multi-family complexes, closing unlawfully operated sexually oriented businesses, and evolve into a more technology oriented law office environment.

- The Office of Business Opportunity is charged with creating a competitive and diverse business environment in the City of Houston by promoting the growth and success of local small businesses. The FY2018 Budget includes funding for the continued implementation of the department's program priorities, initiatives, and major core services which includes the Minority, Women, Small, and Persons with Disabilities Business Enterprises (MWSBE and PDBE) and Disadvantaged Business Enterprises (DBE) Programs, the Hire Houston First Program, as well as a suite of services for small businesses and entrepreneurs through the department's Office of Business Opportunity Solutions Center.

General Government

General Government includes citywide costs that are not attributable to any single department. The FY2018 Budget includes limited purpose annexation payments which are offset by revenues, claims and judgement payments, health insurance for retired civilians, citywide memberships, and tax appraisal fees.

PUBLIC SAFETY DEPARTMENTS

Fire Department ..... III - 2

Houston Emergency Center ..... III - 8

Municipal Courts Department ..... III - 10

Police Department ..... III - 16

FIRE DEPARTMENT

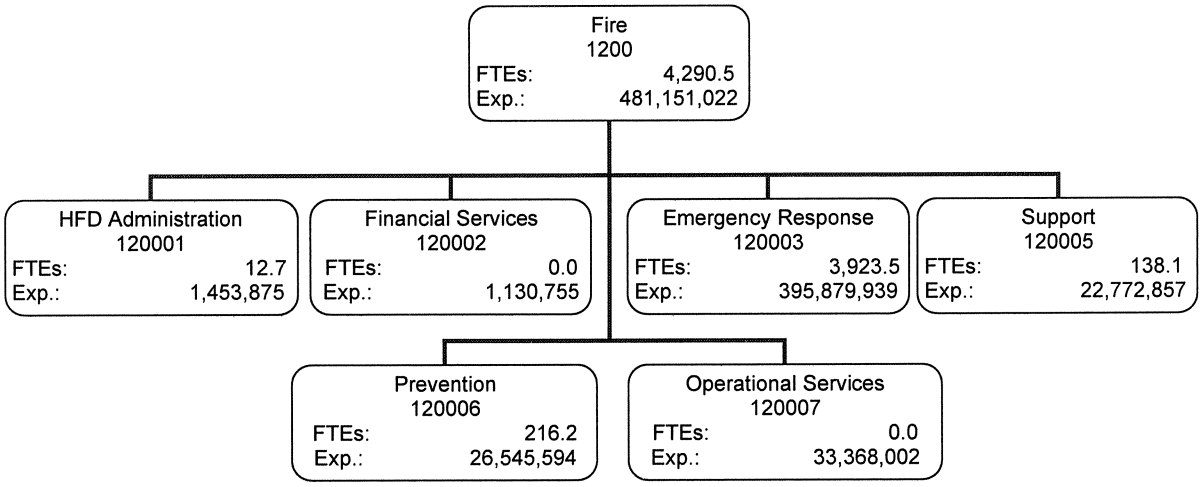
Department Description and Mission

The Fire Department's primary mission is to protect the lives and property of the citizens of Houston. This is accomplished through the delivery of emergency medical services, fire suppression operations, fire investigation services, and fire prevention through inspections and public education. Additionally, through the special operations division, the Fire Department provides emergency response services for hazardous materials, technical rescue and aircraft fire fighting, and rescue incidents at our airports.

The mission of the department is achieved through three operating commands: Deployment, Administration and Support, and Prevention and Homeland Security.

The Houston Fire Department (HFD) is the largest fire department in the United States to possess a class 1 rating from the Insurance Service Organization (ISO) and is the world's largest fire department to receive accreditation from the Commission on Fire Service International.

Department Organization



Business Area Budget Summary

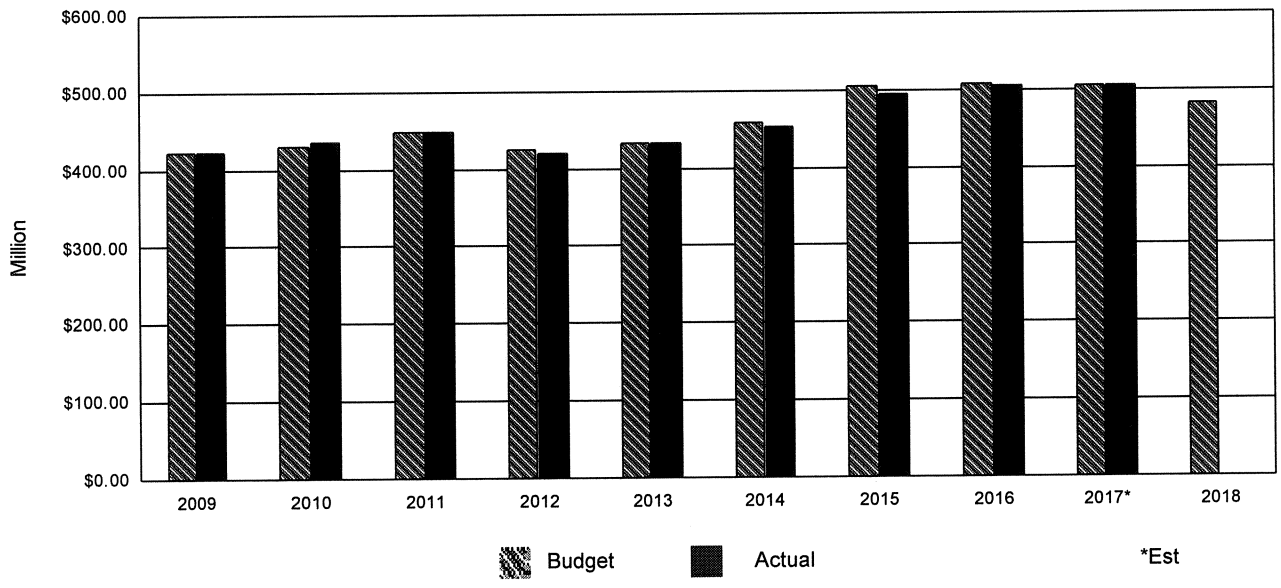
Fund Name : General Fund
Business Area : Fire Department
Fund No. /Bus. Area No. : 1000 / 1200

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	459,114,299	459,749,920	459,735,004	**434,153,575**
	Supplies	11,488,955	11,152,883	11,152,732	**11,038,894**
	Other Services and Charges	33,534,496	34,256,504	34,255,140	**35,958,553**
	Equipment	38,833	51,299	51,299	**0**
	Total M & O Expenditures	504,176,583	505,210,606	505,194,175	**481,151,022**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	504,176,583	505,210,606	505,194,175	**481,151,022**
Revenues		112,079,732	104,672,793	107,125,993	**104,641,378**
Staffing	Full-Time Equivalents - Civilian	107.4	113.9	108.7	**109.8**
	Full-Time Equivalents - Classified	4,001.3	4,069.8	4,067.6	**4,119.3**
	Full-Time Equivalents - Cadets	117.1	125.2	112.0	**61.4**
	Total	4,225.8	4,308.9	4,288.3	**4,290.5**
	Full-Time Equivalents - Overtime	244.6	171.3	171.3	**116.6**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- The FY2018 Budget includes a reduction of $14,370,251 for departmental savings initiatives.
- Two new cadet classes and the annualized cost of prior year classes.
- One new paramedic training class for approximately 20 future paramedics.

Fire Department
Current Budget vs Actual Expenditures



Business Area Performance Measures

Fund Name : General Fund
Business Area : Fire Department
Fund No. /Bus. Area No. : 1000 / 1200

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
All Units EMS Call Type Response Time (minutes)	8.83	8.98	8.98	8.91
All Units Fire Call Type Response Time (minutes)	10.1	9.73	9.73	9.92
All Units Total HFD Response Time (minutes)	9.18	8.95	8.95	9.07
Cadets In Training	310	260	260	175
Classified Attrition	148	140	140	140
Classified Headcount	4,085	4,206	4,206	4,381
First Unit EMS Call Type Response Time (minutes)	7.22	7.31	7.31	7.27
First Unit Fire Call Type Response Time (minutes)	7.41	7.33	7.33	7.37
First Unit Total HFD Response Time (minutes)	7.25	7.31	7.31	7.28
Total EMS Incidents	292,370	279,205	279,205	285,788
Total EMS Responses	361,783	345,552	345,552	353,668
Total Fire Incidents	43,158	41,915	41,915	42,537
Total Fire Responses	280,623	285,000	285,000	282,812
Total HFD Responses	642,406	645,000	645,000	643,703
Expenditures Adopted Budget vs Actual Utilization	99%	98%	100%	98%
Revenues Adopted Budget vs Actual Utilization	156%	100%	102%	100%

Division Summary

Fund Name : General Fund
Business Area : Fire Department
Fund No. /Bus Area No. : 1000 / 1200

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
HFD Administration 120001						
Provides administration and direction for all aspects of the Houston Fire Department.	13.3	1,669,581	11.6	1,422,865	**12.7**	**1,453,875**
Financial Services 120002						
Funding budgeted for the Finance Department's Service Chargeback Fund which performs accounting, budget, CIP, and purchasing services for the Houston Fire Department.	0.0	1,017,123	0.0	1,130,755	**0.0**	**1,130,755**
Emergency Response 120003						
Provides continuous firefighting and first responder emergency medical services, responds to hazardous materials and aircraft rescue incidents, provides immediate treatment to those in need of urgent medical care, prepares new recruits to be entry-level fire fighters, and manages department resources.	3,840.6	414,573,387	3,913.2	417,315,102	**3,923.5**	**395,879,939**
HFD - Administration/Support 120005						
Provides support and services to the members of the Houston Fire Department including Risk Management, IT, and HR. Serves as a liason to Classified Testing and department staff psychologists. HFD's Office of Emergency Communication (Dispatch) is also located in this command.	141.6	25,159,920	138.4	24,123,511	**138.1**	**22,772,857**
Prevention 120006						
The Command will organize, support and coordinate the activities of Life Safety Bureau, Fire Investigation, Strategic Planning, Accreditation, Staff Services, Alternative Dispute Resolution, Grant Management, Legal, and City Council Liaison.	230.3	31,206,013	225.1	29,813,480	**216.2**	**26,545,594**
Operational Services 120007						
Provides the department with essential supplies and services including fuel, miscellaneous parts and supplies, office equipment rental and leases, and telephone and communication lines.	0.0	30,550,559	0.0	31,388,462	**0.0**	**33,368,002**

Division Summary

Fund Name : General Fund
Business Area : Fire Department
Fund No. /Bus Area No. : 1000 / 1200

Division	Name	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
120001	HFD Administration						
	Civilian	4.5		4.5		6.0	
	Classified	8.8		7.1		6.7	
	Cadets	0.0		0.0		0.0	
	Total	13.3	1,669,581	11.6	1,422,865	**12.7**	**1,453,875**
120002	Financial Services						
	Civilian	0.0		0.0		0.0	
	Classified	0.0		0.0		0.0	
	Cadets	0.0		0.0		0.0	
	Total	0.0	1,017,123	0.0	1,130,755	**0.0**	**1,130,755**
120003	Emergency Response						
	Civilian	31.8		33.4		33.1	
	Classified	3,691.7		3,767.8		3,829.0	
	Cadets	117.1		112.0		61.4	
	Total	3,840.6	414,573,387	3,913.2	417,315,102	**3,923.5**	**395,879,939**
120005	HFD - Administration/Support						
	Civilian	39.7		42.4		42.0	
	Classified	101.9		96.0		96.1	
	Cadets	0.0		0.0		0.0	
	Total	141.6	25,159,920	138.4	24,123,511	**138.1**	**22,772,857**
120006	Prevention						
	Civilian	31.4		28.4		28.7	
	Classified	198.9		196.7		187.5	
	Cadets	0.0		0.0		0.0	
	Total	230.3	31,206,013	225.1	29,813,480	**216.2**	**26,545,594**
120007	Operational Services						
	Civilian	0.0		0.0		0.0	
	Classified	0.0		0.0		0.0	
	Cadets	0.0		0.0		0.0	
	Total	0.0	30,550,559	0.0	31,388,462	**0.0**	**33,368,002**
Grand Total							
	Civilian	107.4		108.7		**109.8**	
	Classified	4,001.3		4,067.6		**4,119.3**	
	Cadets	117.1		112.0		**61.4**	
	Grand Total	**4,225.8**	**504,176,583**	**4,288.3**	**505,194,175**	**4,290.5**	**481,151,022**

Business Area Revenues Summary

Fund Name : General Fund
Business Area : Fire Department
Fund No./Bus. Area No. : 1000 / 1200

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Licenses and Permits	10,870,021	11,126,150	10,616,669	**10,683,613**
Intergovernmental	27,785,704	21,177,390	24,032,634	**21,500,000**
Charges for Services	48,420,087	47,426,505	47,405,368	**47,135,620**
Direct Interfund Services	19,915,177	20,360,322	20,360,322	**20,360,322**
Other Fines and Forfeits	673,406	657,426	536,000	**536,000**
Miscellaneous/Other	4,415,337	3,925,000	4,175,000	**4,425,823**
Grand Total Revenues	**112,079,732**	**104,672,793**	**107,125,993**	**104,641,378**

HOUSTON EMERGENCY CENTER

Department Description and Mission

The mission of the Houston Emergency Center (HEC) is to provide the citizens of Houston with the most efficient, accurate and professional service when processing their life-threatening calls. HEC in coordination with the Office of Emergency Management (OEM), protects life and property by operating the public safety communications' system and by coordinating and managing emergency situations. The Information Technology division is responsible for the administration, maintenance and operations of the police, Fire/EMS Computer Aided Dispatch system, radio system, and Records Management Systems.

Department Organization

Houston Emergency Center
1500

FTEs:	0.0
Exp.:	9,762,358

Business Area Budget Summary

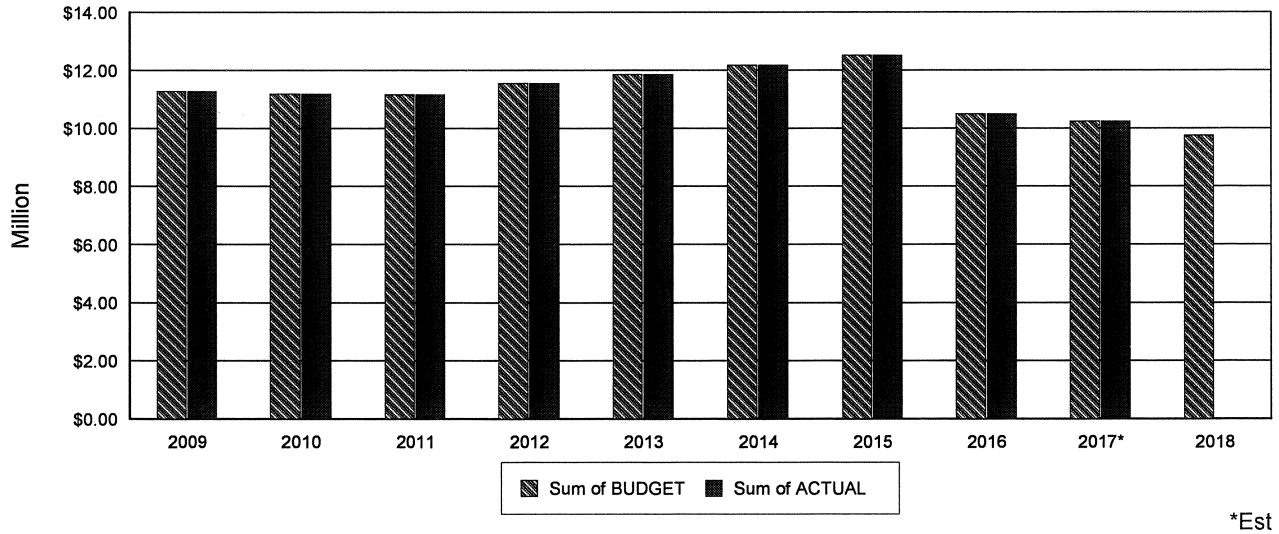
Fund Name : General Fund
Business Area : Houston Emergency Center
Fund No. /Bus. Area No. : 1000 / 1500

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Debt Service & Other Uses	10,495,106	10,247,387	10,247,387	**9,762,358**
	Total Expenditure	10,495,106	10,247,387	10,247,387	**9,762,358**
Revenues		0	0	0	**0**
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Overtime	0	0	0	**0**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for the health benefits, pension contribution and municipal employees contractual pay increases.
- The FY2018 Budget includes a reduction of $139,862 for department savings initiatives.
- The only expense in the fund is a transfer to support the General Fund portion of Houston Emergency Center Special Fund (Fund 2205).

Houston Emergency Center
Current Budget vs Actual Expenditures



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MUNICIPAL COURTS DEPARTMENT
Department Description and Mission

The mission of the Municipal Courts Department (MCD) is to provide an accessible legal forum for individuals to have their court matters heard in a fair and efficient manner while holding to a high standard of integrity, professionalism and customer service. The Department represents the City of Houston's third branch of government and provides a legal venue for individuals charged with jurisdictional violations of State law and/or City Ordinance. The Houston Municipal Courts is the largest municipal court in Texas with the greatest number of cases filed annually.

There are five divisions within the MCD: Administrative Services, Court Operations, Public Services, Information Technology, and Judicial Operations that work collectively to provide court services to the public. MCD provides magistrate services, executes blood search warrants for law enforcement, and oversees various specialized dockets including: Juvenile, Truancy, Teen Court, Property Disposition, high-volume Impact, and Homeless Outreach. Additionally, the Department oversees budgetary and operational functions of three Special Revenue Funds: Building Court Security Fund (2206), Court Technology Fund (2207), and Juvenile Case Manager Fund (2211).

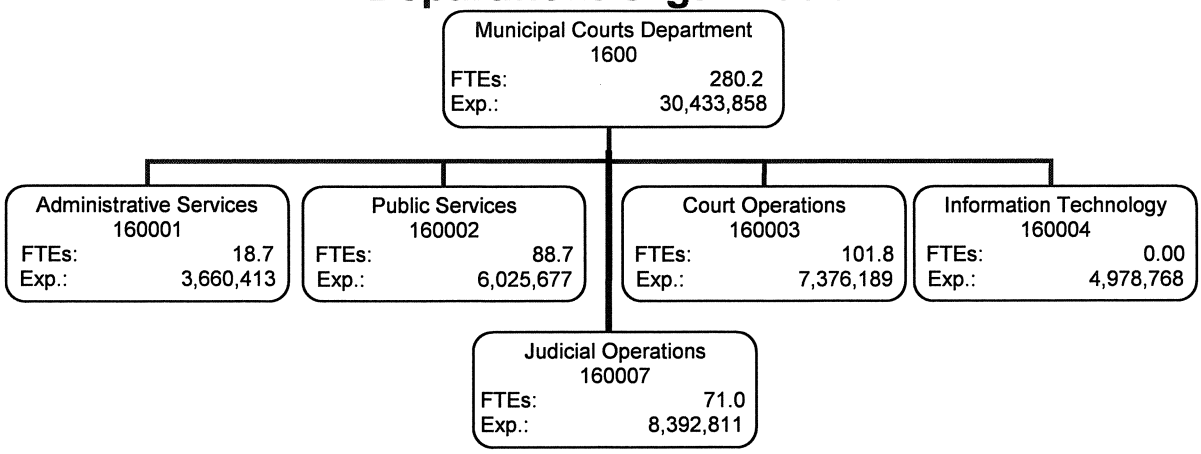
MCD is comprised of twenty-two full-time Judges, including the Presiding Judge, Associate Presiding Judge, and Administrative Judge, forty-six Associate Judges (part-time), and four full-time/nine part-time Adjudication Hearing Officers. MCD is administratively supported by three Deputy Directors, one serving as the Clerk of Court, one serving as Chief Operating Officer, and the third as Chief Financial Officer.

Full service courts are located at the Central Herbert W. Gee Courthouse, Southeast Command (Court 13/Court 14), Westside Command (Court 18), and North Command (Court 20). These courts handle arraignments, jury and bench trials, and function as Annex courts for off-docket (walk-in) matters. Jail arraignments and trials are held seven days per week at two court locations (Central/Southeast). There are nine jury courts operating Monday-Friday at the central location and one jury court at the Westside Command Station that holds jury trials two days per week. Fee based initiatives include: wedding service, notary service, printing service, and tobacco awareness classes for minors.

Finally, MCD oversees Annex court operations at two additional satellite locations, Kingwood and Clear Lake, each operating one day per week. The Annex Courts located at the Southeast, Westside, and North Command locations operate Monday-Friday and the Central location, Monday-Saturday.

MCD partners with the Administrative and Regulatory Affairs Department, handling parking citation and boot hearings Monday-Saturday at the central location. MCD also partners with the Department of Neighborhoods handling the civil adjudication hearing process for ordinance violations related to dangerous buildings and building code violations.

Department Organization



Business Area Budget Summary

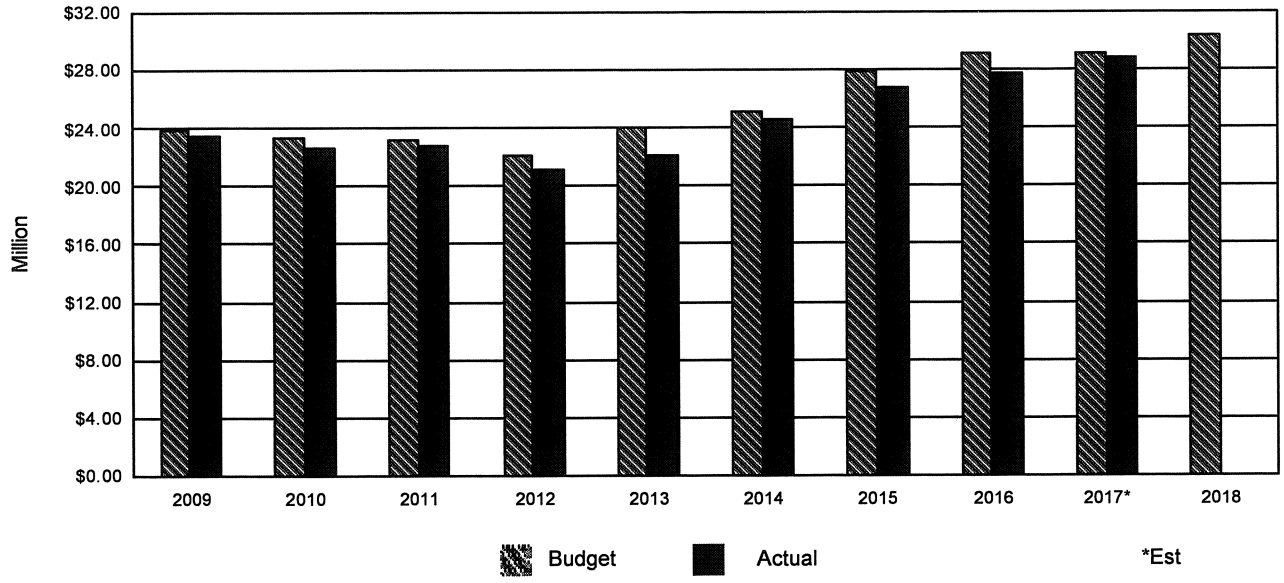
Fund Name : General Fund
Business Area : Municipal Courts Department
Fund No. /Bus. Area No. : 1000 / 1600

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	22,466,048	24,039,299	23,741,707	**23,574,105**
	Supplies	166,299	200,673	187,462	**186,699**
	Other Services and Charges	4,937,480	4,769,198	4,719,276	**6,522,589**
	Non-Capital Equipment	4,764	18,496	18,496	**20,000**
	Total M & O Expenditures	27,574,591	29,027,666	28,666,941	**30,303,393**
	Debt Service & Other Uses	130,465	130,465	130,465	**130,465**
	Total Expenditure	27,705,056	29,158,131	28,797,406	**30,433,858**
Revenues		25,748,073	23,806,130	22,509,325	**22,565,008**
Staffing	Full-Time Equivalents - Civilian	280.5	293.1	286.2	**280.2**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	280.5	293.1	286.2	**280.2**
	Full-Time Equivalents - Overtime	0.2	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- o The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- o The FY2018 Budget includes a reduction of $817,452 for department savings intiatives.
- o Schedule FY2018 Amnesty Program(s).
- o Continued efforts to offer various alternative methods of case resolution including community service and payment plans.
- o Funding to maintain and support the courts case management system, Court System Manangement and Resource Technology (CSMART).

Municipal Courts Department
Current Budget vs Actual Expenditures



Business Area Performance Measures

Fund Name : **General Fund**
Business Area : **Municipal Courts Department**
Fund No. /Bus. Area No. : **1000 / 1600**

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Average Defendant Wait Time: Trial by Judge (minutes)	29	30	32	30
Average Defendant Wait Time: Trial by Jury (hours)	1.2	2.0	1.2	2.0
Average Warrant Verification Time (minutes)	2	8	2	5
Customer Satisfaction Rating	94%	80%	94%	90%
Deferred Payment Program Revenue	$883,663	$720,000	$700,000	$650,000
In-House Collection Revenue	$1.8M	$1.4M	$1.7M	$1.7M
Overall Cases Disposed to Cases Filed Ratio	102%	100%	100%	100%
Overall Juror Yield	27%	25%	27%	25%
Quality Control Review of Cases	64%	50%	66%	50%
Quality Control Review of Transactions	388,872	350,000	385,470	350,000
Expenditures Adopted Budget vs Actual Utilization	94%	98%	97%	98%
Revenues Adopted Budget vs Actual Utilization	88%	100%	95%	100%

Division Summary

Fund Name : General Fund
Business Area : Municipal Courts Department
Fund No. /Bus Area No. : 1000 / 1600

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Administrative Services 160001						
Provides oversight of facilities, building security, and employee safety. Oversight of budgeting/financial reporting and contracts/compliance. Oversight of the Collections Master Agreement with multiple vendors. Public Information Office services including clearance letters, council, and legislative liaison, dissemination of information to the public, community outreach, social media, and website. Indirect oversight of HITS and HR departments.	18.9	3,639,506	19.0	3,703,323	**18.7**	**3,660,413**
Public Services 160002						
Provides oversight of the collection of fines/fees and processing of court actions. Prepares/processes court noticing. Oversight of the Deferred Payment Compliance Program and in-house collections through the One Call Solution Center for court orders that are delinquent through the 90th day. Quality control review of monetary transactions. Cashier support of parking adjudication.	86.1	5,561,840	88.8	6,026,892	**88.7**	**6,025,677**
Court Operations 160003						
Provides oversight of courtroom support staff including dockets, processing of judicial orders and coordinates alternative sentencing. Provides warrant verification service to law enforcement, support for the jail booking process, processing of bond forfeitures, appeals, bankruptcies, and expunctions. Maintains oversight of record retention. Prepares complaints/subpoenas. Provides data entry service for paper citations. Quality review of cases.	104.3	7,142,109	106.0	7,485,133	**101.8**	**7,376,189**
IT 160004						
Provides funding for interdepartmentally billed HITS chargeback costs, Scofflaw initiative costs, and system maintenance costs related to CSMART.	0.0	3,331,637	0.0	3,175,186	**0.0**	**4,978,768**
Judicial Operations 160007						
Provides judicial oversight of daily dockets (arraignment/trials/jail), parking adjudication, and specialized dockets including Impact, Homeless, Juvenile, and Civil Adjudication. Oversight of jury administration and Juvenile Case Manager Program/Teen Court. Provides magistrate services for law enforcement. Provides mandated court services (language, counsel, reporters) and fee-based wedding services.	71.2	8,029,964	72.4	8,406,872	**71.0**	**8,392,811**
Total	**280.5**	**27,705,056**	**286.2**	**28,797,406**	**280.2**	**30,433,858**

Business Area Revenues Summary

Fund Name : General Fund
Business Area : Municipal Courts Department
Fund No./Bus. Area No. : 1000 / 1600

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Charges for Services	150	250	250	**150**
Direct Interfund Services	0	386,023	386,023	**386,023**
Municipal Courts Fines and Forfeits	24,960,347	22,812,017	21,371,058	**21,371,058**
Other Fines and Forfeits	3,810	3,696	3,696	**3,456**
Miscellaneous/Other	783,766	604,144	748,298	**804,321**
Grand Total Revenues	**25,748,073**	**23,806,130**	**22,509,325**	**22,565,008**

POLICE DEPARTMENT
Department Description and Mission

The mission of the Houston Police Department is to enhance the quality of life in the City of Houston by working cooperatively with the public to prevent crime, enforce the laws, preserve the peace, and provide a safe environment.

The mission is obtained by upholding the following values:

- Preserve and advance democratic values
- Improve the quality of community life
- Improve the quality of work life
- Demonstrate professionalism by embracing the core values: Honor, Integrity, and Respect

DEPARTMENT SHORT TERM GOALS

The major goals and short term objectives of the department are based on the current staffing of the department. Depending on the final approved budget, these goals may be modified to match the resources available.

1. **ENHANCE COMMUNITY SAFETY AND SECURITY**
   1.1 Less crime:
   Attain a Part 1 crime rate at or below the average for the prior five fiscal years.
   1.2 Rapid response:
   Maintain average response times to:
   a. Priority Code 1 calls in the 4-6 minute range.
   b. Priority Code 2 calls in the 8-12 minute range.
   1.3 Rapid response:
   Meet or exceed the percentage of calls in FY2017 handled within range for:
   a. Priority Code 1
   b. Priority Code 2
   1.4 Safer roadways:
   Reduce the number of traffic fatalities below the average for the prior five fiscal years.
   1.5 Effective investigations:
   Attain clearance rate for Uniform Crime Reporting (UCR) Part 1 crime that meets or exceeds the prior year.

2. **MAINTAIN PUBLIC CONFIDENCE AND SATISFACTION**
   2.1 Prompt service:
   Maintain weighted response time at or below the FY2017 average.
   2.2 Satisfied citizens:
   Demonstrate improvement in citizen satisfaction in surveys of citizens (HPD annual survey, Kinder Houston Area Survey, and other surveys available) by exceeding three year averages.
   2.3 Effective outreach:
   a. Increase the effectiveness of the department's social media engagements by optimizing use of platforms for targeted communication.
   b. Enhance outreach to special needs populations.

3. **INCREASE ACCOUNTABILITY TO THE COMMUNITY**
   - **3.1 21st Century Policing:**
     Complete an annual assessment of the department's efforts vis-à-vis the Pillars of 21st Century Policing.
   - **3.2 Process improvement:**
     Maintain current International Organization for Standardization (ISO) 9001 certifications and complete certifications for Auto Dealers and Recruiting.
   - **3.3 Fiscal stewardship:**
     Budget utilization rates demonstrate sound management of funds provided by City Council.
   - **3.4 Professional standards:**
     Increase the availability of information both internally and externally regarding the conduct of officers and department initiatives to build more legitimacy and public trust.
   - **3.5 Professional standards:**
     Procure and deploy 2,300 body-worn cameras.

4. **MAINTAIN OR INCREASE PRODUCTIVITY**
   - **4.1 Sufficient capacity:**
     Increase classified staffing versus FY2017 average.
   - **4.2 Sufficient capacity**:
     Improve the quality of the customer experience through the use of alternatives to dispatched calls.
   - **4.3 Officer Safety:**
     Establish baseline for 2-officer response rate for all calls designated by policy for 2-officer response.
   - **4.4 Resource economy:**
     Maintain a positive disposal-intake ratio in the Property Room for property eligible for disposal.
   - **4.5 Safe work environment:**
     Reduce the number of work hours lost due to workplace injuries below FY2017 levels.
   - **4.6 Complete Phase II of RMS implementation:**
     Complete all Phase II modifications.

5. **INCREASE PROFESSIONALISM**
   - **5.1 Training updates:**
     Increase the use of Scenario-Based Training (SBT).
   - **5.2 Training:**
     Deliver training that reinforces department's values of Honor, Integrity and Respect.
   - **5.3 Training:**
     Deliver rank-relevant training to all supervisors and managers that includes either technical or leadership components.

DEPARTMENT LONG TERM GOALS

This longer-term plan consists of strategies with a horizon of greater than 12 months. It is more of a plan or to-do list for this year and the subsequent years, but the priorities were not intended to be objectives, with a specific target and timeline. Certainly there will be indicators of success that can be quantified and presented to the Command and Administration at appropriate intervals.

1. **ENHANCE COMMUNITY SAFETY AND SECURITY**
   Vision: Houston will be the safest major city in the nation.
   - **1.1** Improve the transfer and sharing of information and data between criminal justice and law enforcement agencies in the region to reduce crime and expedite the judicial process.
   - **1.2** Sustain the department's reputation as an engaged and cooperative law enforcement partner, using modern tools and technology for information-sharing with local, state, and federal partners.
   - **1.3** Conduct initiatives to reduce traffic injuries and deaths.
   - **1.4** Perform priority services.

2. **MAINTAIN PUBLIC CONFIDENCE AND SATISFACTION**
   Vision: HPD remains a trusted public sector organization that serves all Houstonians.
   - **2.1** Implement strategies and programs to prevent crime, reduce calls for service, de-escalate potential violent situations, and reach people with special needs.
   - **2.2** Improve citizen satisfaction rates, as measured by various community surveys.
   - **2.3** Leverage new communications media to communicate with members of the public.

3. **INCREASE ACCOUNTABILITY TO THE COMMUNITY**
   Vision: All HPD employees are held accountable for their actions.
   - **3.1** Implement transparent practices to establish a high sense of legitimacy and promote the public's and government officials' confidence in the department.
   - **3.2** Maintain a performance and evaluation process that increases credibility with internal and external customers.
   - **3.3** Equip all officers in uniformed assignments with body-worn cameras by the end of FY2018.

4. **MAINTAIN OR INCREASE PRODUCTIVITY**
   Vision: HPD is a respected steward of public funds, retaining and wisely investing limited public resources for efficient and effective service.
   - **4.1** Continue to effectively and efficiently use resources allocated or acquired by the department.
   - **4.2** Acquire technology to improve efficiency and serve as a force multiplier as financial resources allow.
   - **4.3** Utilize department personnel more effectively by merging the municipal jail with Harris County Sheriff's Office and utilizing diversion programs in the interim.
   - **4.4** Continue reengineering processes such as the ISO certification, Process Improvement, Lean Six Sigma and civilianization to increase efficiencies and to utilize personnel more effectively as funding allows.

5. INCREASE PROFESSIONALISM

Vision: HPD is the most professional law enforcement agency in the country.

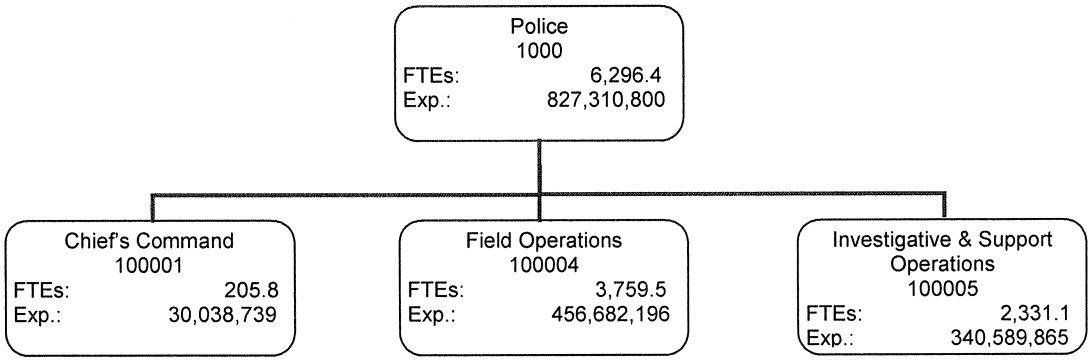
5.1 Reinforce the department's core values of Honor, Integrity and Respect.

5.2 Develop supervisors and managers through nationally recognized technical and leadership training.

5.3 Create opportunities where civilian employees, particularly supervisors and managers, achieve a higher level of recognition for their responsibilities and contributions.

5.4 Improve the quality and means of presenting training and expectations to improve leadership, tactics, employee safety, customer service, and discipline.

POLICE DEPARTMENT
Department Organization



Business Area Budget Summary

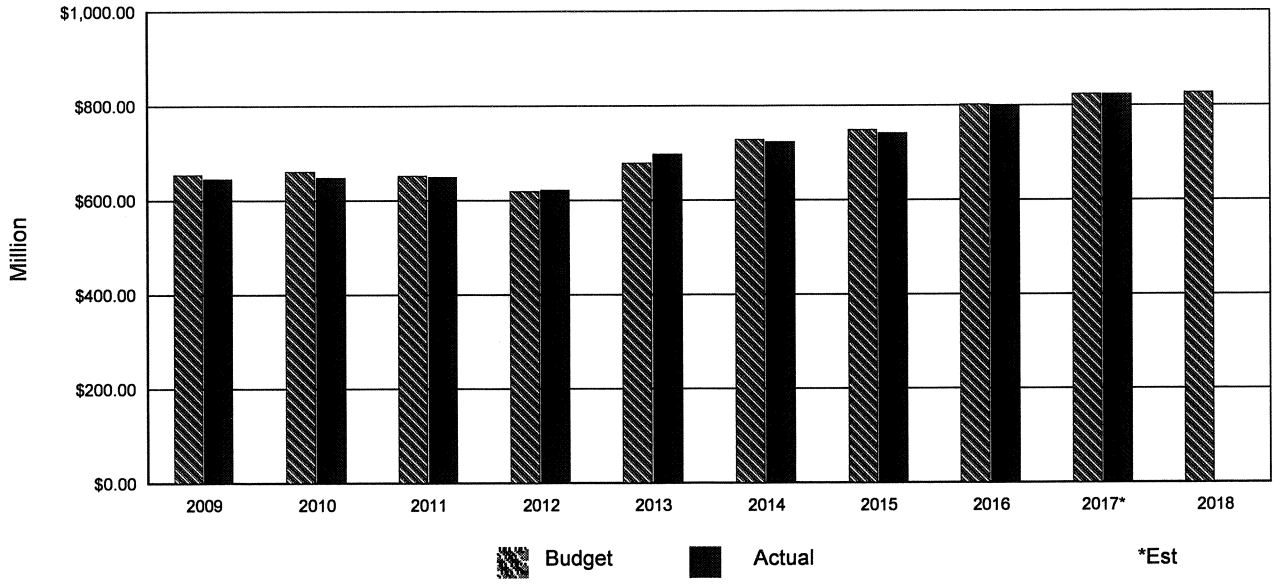
Fund Name : General Fund
Business Area : Police Department
Fund No. /Bus. Area No. : 1000 / 1000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	752,292,502	779,822,580	778,874,344	**781,720,377**
	Supplies	14,348,505	12,206,905	12,489,665	**12,467,502**
	Other Services and Charges	33,666,158	30,918,133	31,593,757	**32,822,921**
	Equipment	554,919	158,855	150,555	**0**
	Non-Capital Equipment	55,937	348,755	346,907	**300,000**
	Total M & O Expenditures	800,918,021	823,455,228	823,455,228	**827,310,800**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	800,918,021	823,455,228	823,455,228	**827,310,800**
Revenues		34,634,022	33,475,245	35,314,150	**35,089,963**
Staffing	Full-Time Equivalents - Civilian	1,037.8	1,101.6	1,105.2	**1,040.2**
	Full-Time Equivalents - Classified	5,100.4	5,187.7	5,136.0	**5,118.5**
	Full-Time Equivalents - Cadets	140.5	174.1	170.9	**137.7**
	Total	6,278.7	6,463.4	6,412.1	**6,296.4**
	Full-Time Equivalents - Overtime	163.2	145.8	167.9	**41.1**

Significant Budget Changes and Highlights

- o The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- o The FY2018 Budget includes Meet & Confer mandated salary increases and other increases in classified cost.
- o The FY2018 Budget includes a reduction of $20 million for department savings initiatives.
- o The FY2018 Budget includes funding for four cadet classes and the annualized cost of prior year classes.

Police Department
Current Budget vs Actual Expenditures



Business Area Performance Measures

Fund Name : General Fund
Business Area : Police Department
Fund No. /Bus. Area No. : 1000 / 1000

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Classified Attrition	252	250	350	250
Classified Overtime FTEs	130.8	98.8	116.3	36.1
Priority 1 Average Response Time (minutes)	5.2	4 to 6	5.5	4 to 6
Priority 1 Calls Responded to within 6 Minutes	56.61%	65.5%	68.3%	68.3%
Priority 2 Average Response Time (minutes)	10.0	8 to 12	10.1	8 to 12
Total Dispatched Calls	1,171,743	1,170,000	1,160,359	1,160,359
Traffic Fatalities	240	210	255	224
UCR Part 1 Clearance Rate	14.9%	17.3%	13.4%	13.9%
UCR Part 1 Crime Rate	5,505	5,945	5,397	5,734
Expenditures Adopted Budget vs Actual Utilization	99%	98%	101%	98%
Revenues Adopted Budget vs Actual Utilization	107%	100%	105%	100%

Division Summary

Fund Name : General Fund
Business Area : Police Department
Fund No. /Bus Area No. : 1000 / 1000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Chief's Command 100001						
Provides management and support to other commands such as field operations, investigative operations, and strategic activities. This command consists of groups such as the Chief's Office, Budget and Finance, Public Affairs, Internal Affairs, Inspections, Legal Services, Crime Analysis, Planning, and Command Center.	231.7	31,836,483	220.0	32,391,655	**205.8**	**30,038,739**
Field Operations 100004						
Responds to calls for service, performs primary investigations, enforces traffic laws, provides assistance to citizens, targets street level criminal activities, and maintains a high degree of police visibility for prevention and reduction of crime.	3,572.2	431,152,851	3,756.0	452,127,715	**3,759.5**	**456,682,196**
Investigative & Support Operations 100005						
Responsible for investigative operations of unique and special law enforcement areas. Areas include: vice, narcotics, major offenders, robberies, auto theft, homicides, assaults, rapes, family violence, burglary/theft, and juvenile crimes.	2,474.8	337,928,687	2,436.1	338,935,858	**2,331.1**	**340,589,865**

Division Summary

Fund Name : General Fund
Business Area : Police Department
Fund No. /Bus Area No. : 1000 / 1000

Division	Name	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
100001	Chief's Command						
	Civilian	116.2		117.0		112.4	
	Classified	115.5		103.0		93.4	
	Cadets	0.0		0.0		0.0	
	Total	231.7	31,836,483	220.0	32,391,655	**205.8**	**30,038,739**
100004	Field Operations						
	Civilian	151.7		180.0		168.4	
	Classified	3,420.5		3,576.0		3,591.1	
	Cadets	0.0		0.0		0.0	
	Total	3,572.2	431,152,851	3,756.0	452,127,715	**3,759.5**	**456,682,196**
100005	Investigative & Support Operations						
	Civilian	769.9		808.2		759.4	
	Classified	1,564.4		1,457.0		1,434.0	
	Cadets	140.5		170.9		137.7	
	Total	2,474.8	337,928,687	2,436.1	338,935,858	**2,331.1**	**340,589,865**
Grand Total							
	Civilian	1,037.8		1,105.2		**1,040.2**	
	Classified	5,100.4		5,136.0		**5,118.5**	
	Cadets	140.5		170.9		**137.7**	
	Grand Total	**6,278.7**	**800,918,021**	**6,412.1**	**823,455,228**	**6,296.4**	**827,310,800**

Business Area Revenues Summary

Fund Name : General Fund
Business Area : Police Department
Fund No./Bus. Area No. : 1000 / 1000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Charges for Services	1,210,292	1,317,089	1,520,885	**1,708,993**
Direct Interfund Services	28,187,542	25,060,627	26,518,627	**26,049,167**
Indirect Interfund Services	1,099,039	3,329,729	3,329,729	**3,563,003**
Other Fines and Forfeits	204,597	95,800	180,800	**125,800**
Miscellaneous/Other	2,196,132	2,072,000	2,114,109	**2,003,000**
Other Resources	1,736,420	1,600,000	1,650,000	**1,640,000**
Grand Total Revenues	**34,634,022**	**33,475,245**	**35,314,150**	**35,089,963**

DEVELOPMENT AND MAINTENANCE SERVICES DEPARTMENTS

General Services ..... IV - 2

Planning and Development ..... IV - 8

Public Works & Engineering ..... IV - 14

Solid Waste Management ..... IV - 20

GENERAL SERVICES

Department Description and Mission

General Services Department's mission is to provide expertise and best practices in real estate, design, construction, property management, security, and resource conservation to City departments and residents in a safe, reliable, and fiscally responsible manner.

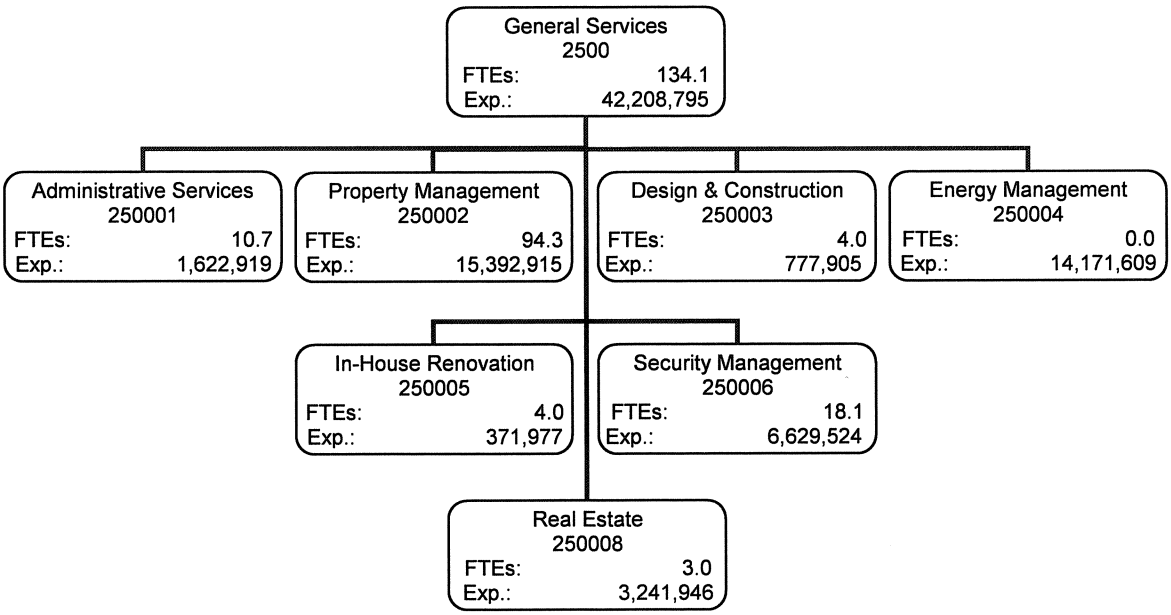
Short Term Goals

- Continue to address Facility Condition Assessments priority 1 and priority 2 deficiencies.
- Continue to expand network remote CCTV capabilities.
- Continue migration of the City access control system to current technology utilizing Open Options to improve customer service, badging efficiencies, and reduce downtime of security identification processing.
- Implement the Project Management Software System to improve project management efficiencies and integrate with other citywide systems.
- Upgrade Sprocket to ensure defined work order reporting activity type: Operational, Preventive or Reactive.
- Revise space guidelines to integrate current industry standards.
- Develop building standard guidelines and update office furniture standards.

Long Term Goals

- Work with stakeholders in consolidating master plans and sharing resources throughout city facilities.
- Work with the Parks and Recreation Department, the Buffalo Bayou Partnership, and the Houston Parks Board to transfer "clean" and useable properties to the City as part of the Bayou Greenway 2020 project.
- Take advantage of the market conditions to reduce rental expense.
- Improve facility condition index for all city buildings.
- Develop and maintain a Capital Reinvestment Plan.
- Implement electronic smart key system at HPD facilities and electronic inventory of equipment.

Department Organization



Business Area Budget Summary

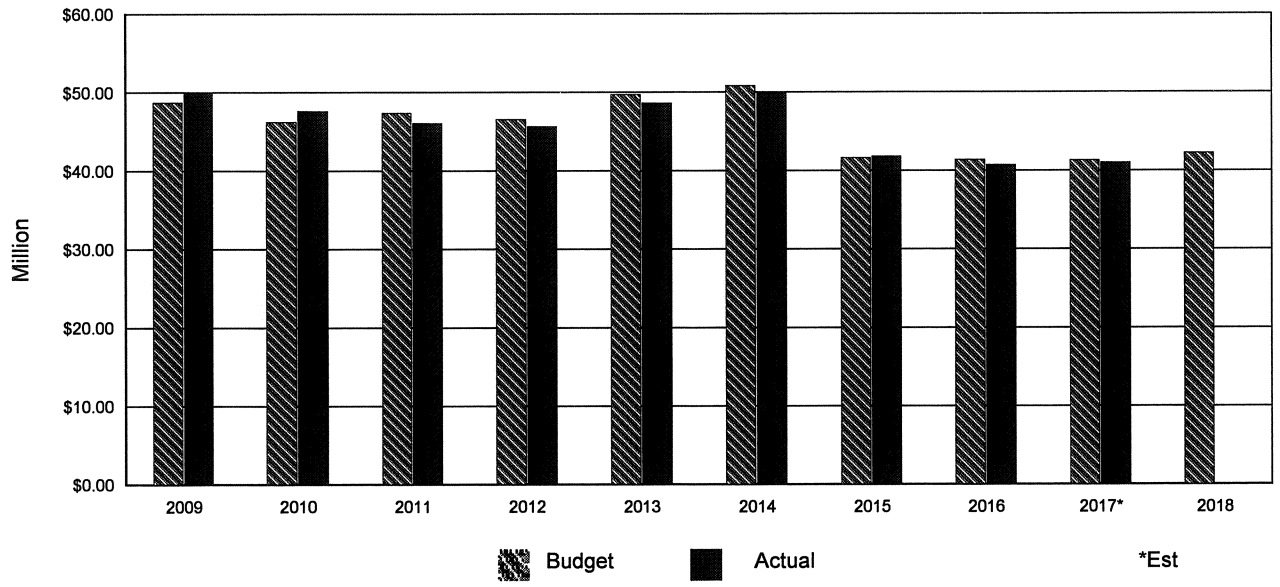
Fund Name : General Fund
Business Area : General Services
Fund No. /Bus. Area No. : 1000 / 2500

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	10,473,829	10,808,381	10,551,669	**11,330,128**
	Supplies	1,112,590	924,118	924,118	**872,592**
	Other Services and Charges	25,952,032	26,400,026	26,400,026	**26,862,854**
	Non-Capital Equipment	0	1,000	1,000	**1,000**
	Total M & O Expenditures	37,538,451	38,133,525	37,876,813	**39,066,574**
	Debt Service & Other Uses	3,167,221	3,142,221	3,142,221	**3,142,221**
	Total Expenditure	40,705,672	41,275,746	41,019,034	**42,208,795**
Revenues		4,264,759	4,503,058	6,833,479	**4,512,576**
Staffing	Full-Time Equivalents - Civilian	133.3	137.6	132.4	**134.1**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	133.3	137.6	132.4	**134.1**
	Full-Time Equivalents - Overtime	4.4	3.5	4.2	**4.5**

Significant Budget Changes and Highlights

- o The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- o The FY2018 Budget includes a reduction of $391,923 for department savings initiatives.
- o Includes funding to support increases for lease agreements and contract escalation costs for janitorial, trash and landscape services.

General Services
Current Budget vs Actual Expenditures



Business Area Performance Measures

Fund Name : General Fund
Business Area : General Services
Fund No. /Bus. Area No. : 1000 / 2500

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Building Operations Work Orders Completed	4,415	3,300	3,009	3,300
Card Access Changes Processed	51,484	22,600	23,738	18,000
City Identification Badges Processed	9,036	7,200	7,295	6,400
Environmental Projects Completed	204	200	185	200
Special Events Requiring Security Staffing	95	80	56	55
Expenditures Adopted Budget vs Actual Utilization	99%	98%	100%	98%
Revenues Adopted Budget vs Actual Utilization	75%	100%	152%	100%

Division Summary

Fund Name : General Fund
Business Area : General Services
Fund No. /Bus Area No. : 1000 / 2500

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
GSD - Administrative Services 250001						
Provides overall direction, management, and leadership to GSD; provides training and professional development to GSD employees; ensures all the department's funds are appropriately allocated and expended.	11.3	1,686,063	10.5	1,382,305	**10.7**	**1,622,919**
GSD - Property Management 250002						
Provides operational services to Police, Fire, Health, Library, Administrative & Regulatory Affairs, Municipal Courts, Public Works & Engineering and Houston TranStar properties. Services include, but are not limited to: janitorial, land and ground maintenance, pest control, alarm monitoring, and security of jail.	92.3	15,342,317	93.5	15,865,733	**94.3**	**15,392,915**
GSD - Design & Construction 250003						
Provides Capital Improvement Project planning; manages the design and construction of City facilities for all departments except HAS; facilitates tenant improvements; manages construction and coordinates moves; tracks, monitors, and manages environmental contracts and civic art administration, provides in-house planning and design services, and construction project management.	3.9	824,450	3.9	733,266	**4.0**	**777,905**
GSD - Energy Management 250004						
These accounts represent all communications and data services fees administrated by the Houston Information Technology Services, the actual cost for fuel, electricity, natural gas consumption and all other restricted accounts.	0.0	13,482,665	0.0	13,063,597	**0.0**	**14,171,609**
GSD - In-House Renovation 250005						
Provides administrative support for staff responsible for the renovation and reconstruction of fire stations, police substations, and other city facilities by providing labor and expertise necessary to address maintenance deficiencies and emergency repairs. The budget for the operations can be found in Fund 1003.	3.7	776,406	3.6	370,986	**4.0**	**371,977**
GSD - Security Management 250006						
Manages physical security of all City facilities which include closed circuit TV, access control, and intrusion alarm systems; manages citywide security contract; investigates City lost/stolen assets and processes over 45,000 access requests annually.	15.9	5,881,062	15.9	6,476,000	**18.1**	**6,629,524**

Division Summary

Fund Name : General Fund
Business Area : General Services
Fund No. /Bus Area No. : 1000 / 2500

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
GSD - Real Estate 250008						
Manage the acquisition, disposition and leasing of the City's real estate assets.	5.3	2,709,471	5.0	3,127,147	**3.0**	**3,241,946**
GSD - Maintenance Renewal & Replacement 250010						
This division is reported in Maintenance Renewal and Replacement Fund (Fund 2105).	0.9	3,238	0.0	0	**0.0**	**0**
Total	**133.3**	**40,705,672**	**132.4**	**41,019,034**	**134.1**	**42,208,795**

Business Area Revenues Summary

Fund Name : General Fund
Business Area : General Services
Fund No./Bus. Area No. : 1000 / 2500

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Charges for Services	1,073,578	954,116	952,883	**884,024**
Direct Interfund Services	2,469,386	2,882,481	3,215,471	**3,262,091**
Other Fines and Forfeits	300,058	300,000	151,094	**0**
Miscellaneous/Other	54,277	0	14,027	**0**
Other Resources	367,460	366,461	2,500,004	**366,461**
Grand Total Revenues	**4,264,759**	**4,503,058**	**6,833,479**	**4,512,576**

PLANNING AND DEVELOPMENT

Department Description and Mission

Mission:

The Department of Planning and Development provides leadership to ensure Houston is a vibrant city in which to live, learn, work and play by:

- Developing plans to meet future citywide needs.
- Enhancing and protecting neighborhood character and stability.
- Providing reliable data, mapping and analysis to decision-makers.

Department Short Term Goals:

- Conduct sub-area transportation plan studies throughout the City that supports the Houston Complete Streets and Transportation Plan.
- Improve customer service and streamline processes.
- Pursue grant funding opportunities to supplement department activities.

Department Long Term Goals:

- Implement and maintain Plan Houston.
- Implement and maintain the Houston Bike Plan.
- Develop and maintain the Houston Complete Streets and Transportation Plan.
- Conduct small area planning and sub-regional mobility studies to support Plan Houston.
- Actively market the use of Foreign Trade Zones in and around the city in conjunction with the Port of Houston and The Mayor's Office of Economic Development.

The following briefly describes the function of each section in the Planning and Development Department:

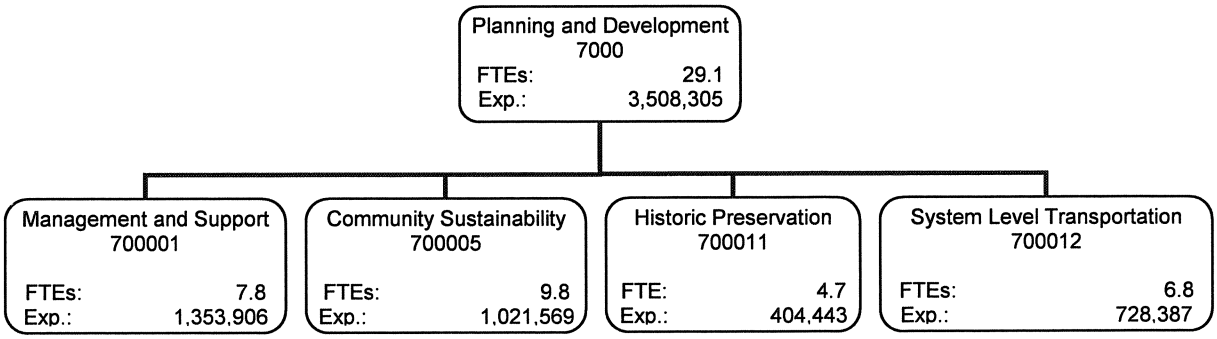
The Management and Support Services Division supports the core functions of the department by providing internal administrative, communication, financial, and managerial resources.

The Community Sustainability Division coordinates and administers programs that seek to preserve the development character of communities and works to strengthen and transform communities through civic engagement. The division is also responsible for reviewing and analyzing requests for boundary changes within the City limits and in the City's extraterritorial jurisdiction (ETJ).

The Historic Preservation Office administers the City's Historic Preservation Ordinance in order to preserve our community's historic structures, neighborhoods, and archeological sites.

The Transportation Planning Division leads the City's systems-level mobility planning. This function includes management of the City's Complete Streets and Transportation Plan, Major Thoroughfare & Freeway Plan, Bicycle Master Plan, rail-related planning, local area studies, and external transportation funding efforts.

Department Organization



Business Area Budget Summary

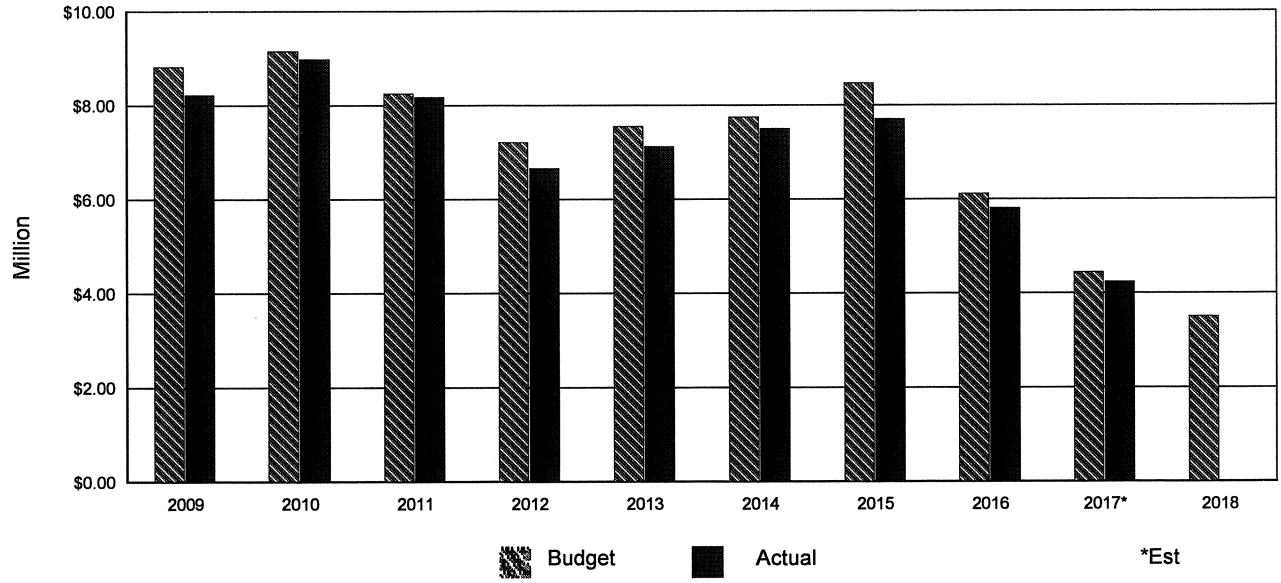
Fund Name : General Fund
Business Area : Planning & Development
Fund No. /Bus. Area No. : 1000 / 7000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	5,178,179	3,765,921	3,566,495	**3,199,252**
	Supplies	28,913	35,417	35,417	**11,064**
	Other Services and Charges	596,665	636,503	636,503	**297,989**
	Total M & O Expenditures	5,803,757	4,437,841	4,238,415	**3,508,305**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	5,803,757	4,437,841	4,238,415	**3,508,305**
Revenues		3,571,991	1,304,689	1,388,636	**1,178,103**
Staffing	Full-Time Equivalents - Civilian	59.5	32.5	31.4	**29.1**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	59.5	32.5	31.4	**29.1**
	Full-Time Equivalents - Overtime	0.3	8.0	8.0	**0.0**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- The FY2018 Budget includes a reduction of $392,664 for department savings initiatives.
- Implement and maintain the Houston Bike Plan.

Planning & Development
Current Budget vs Actual Expenditures



Business Area Performance Measures

Fund Name : General Fund
Business Area : Planning & Development
Fund No. /Bus. Area No. : 1000 / 7000

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Applications Reviewed: Annual Major Thoroughfare and Freeway Plan Amendments	N/A	75	75	75
Applications Reviewed: Historic COA, Landmark & Protected Landmark, and Historic Districts	387	500	382	382
Applications Reviewed: Special Lot Size/Building Line and Prohibited Yard Parking	69	40	41	54
Lots Protected by Special Minimum Lot Size, Building Line and Prohibited Yard Parking Programs	7,611	6,000	2,641	2,350
Number of Small Area Plans (Mobility Studies, Livable Center Studies, etc.) Coordinated	N/A	5	4	5
Expenditures Adopted Budget vs Actual Utilization	69%	98%	101%	98%
Revenues Adopted Budget vs Actual Utilization	68%	100%	106%	100%

Division Summary

Fund Name : General Fund
Business Area : Planning & Development
Fund No. /Bus Area No. : 1000 / 7000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
PD - Management and Support 700001						
Supports the core functions of the Planning Department by providing internal administrative, financial, and managerial support. The division supports the mission of the department by providing the public with access to resources and information. It also responds to the public on a timely basis while striving to ensure a high level of customer service.	13.1	1,805,212	8.0	1,833,108	**7.8**	**1,353,906**
PD - GIS Services Group 700002						
In FY2017, this division transferred to other cost centers within the Planning Department's (PD) General Fund, Central Revolving Fund and PD Special Revenue Fund.	9.8	556,810	0.0	0	**0.0**	**0**
PD - Development Services Group 700003						
In FY2017, this division transferred to other cost centers within General Fund and PD Special Revenue Fund.	20.0	1,474,784	0.0	0	**0.0**	**0**
PD - Community Sustainability 700005						
Facilitates the long-term stability of Houston through community sustainability tools. Administers ordinances as required by Chapters 28 (Prohibited Yard Parking) & 42 (Minimum Building Line/Lot Size) of the Code of Ordinances. Creates and monitors boundary changes in the City, ETJ or special districts; compiles and provides demographic information and maps; and provides outreach and education opportunities for citizens.	16.6	1,563,677	12.4	1,362,513	**9.8**	**1,021,569**
PD - City Historic Preservation Program 700011						
Maintains Houston's architectural history through preservation initiatives. Administers ordinances as required by Chapter 33 of the Code of Ordinances. Reviews applications for Certificates of Appropriateness, Landmark Designations and Protected Landmark Designations. Provides outreach and education opportunities for citizens about how to preserve architecturally significant structures in Houston.	0.0	173,162	5.0	425,876	**4.7**	**404,443**

Division Summary

Fund Name : General Fund
Business Area : Planning & Development
Fund No. /Bus Area No. : 1000 / 7000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
PD - System Level Transportation Planning 700012						
Supports long-term growth and development by developing and maintaining transportation plans, programs, and coordinating with multi-modal transportation agencies.	0.0	230,112	6.0	616,918	**6.8**	**728,387**
Total	**59.5**	**5,803,757**	**31.4**	**4,238,415**	**29.1**	**3,508,305**

Business Area Revenues Summary

Fund Name : General Fund
Business Area : Planning & Development
Fund No./Bus. Area No. : 1000 / 7000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Licenses and Permits	74,346	0	6,346	**10,000**
Charges for Services	2,893,019	450	0	**0**
Direct Interfund Services	582,821	1,303,139	1,292,441	**1,148,295**
Other Fines and Forfeits	0	50	0	**0**
Miscellaneous/Other	21,805	1,050	89,849	**19,808**
Grand Total Revenues	**3,571,991**	**1,304,689**	**1,388,636**	**1,178,103**

PUBLIC WORKS AND ENGINEERING

Department Description and Mission

The Planning & Development Division is responsible for processing the sale of streets, alleys, and easements through the Joint Referral Committee (JRC).

The PWE - Finance Division is responsible for the Traffic Signal and Street Light electricity costs and associated debt.

The Traffic Operations Division is responsible for operating and maintaining Houston's traffic control systems according to City codes and standard engineering practices in a coordinated manner to provide increased mobility.

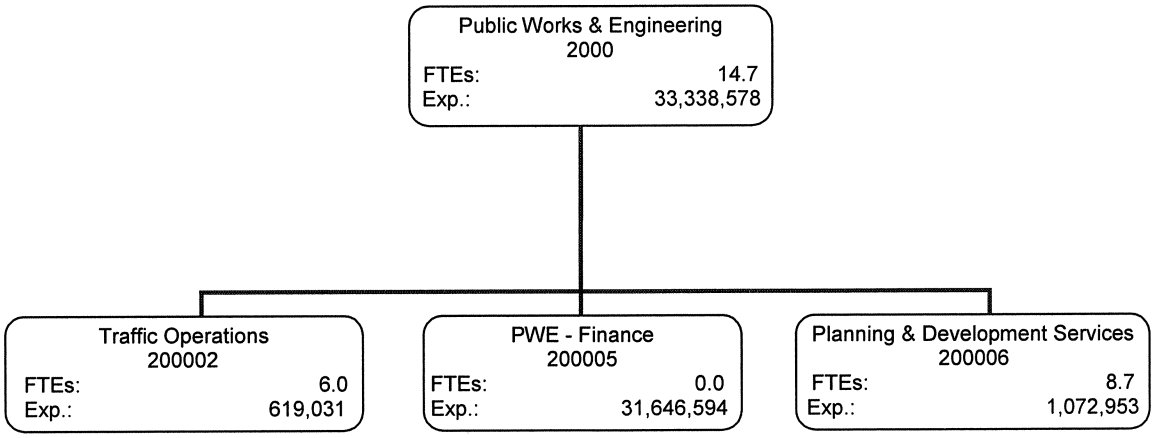
Department Short Term Goals

- Monitor intersection level of services.
- Reduce traffic "bottle-necks" during high usage periods.
- Continue to improve the Joint Referral Committee (JRC) transaction process to streamline and reduce processing times.
- Continue to facilitate the sale of streets and easements through the Joint Referral Committee.

Department Long Term Goals

- Apply recommended national guidelines on traffic control practice to minimize congestion and subsequent delays at major arterials and intersections.
- Develop the Joint Referral Committee process to be fully automated from the submission of the JRC application to completion of the transaction.

Department Organization



Business Area Budget Summary

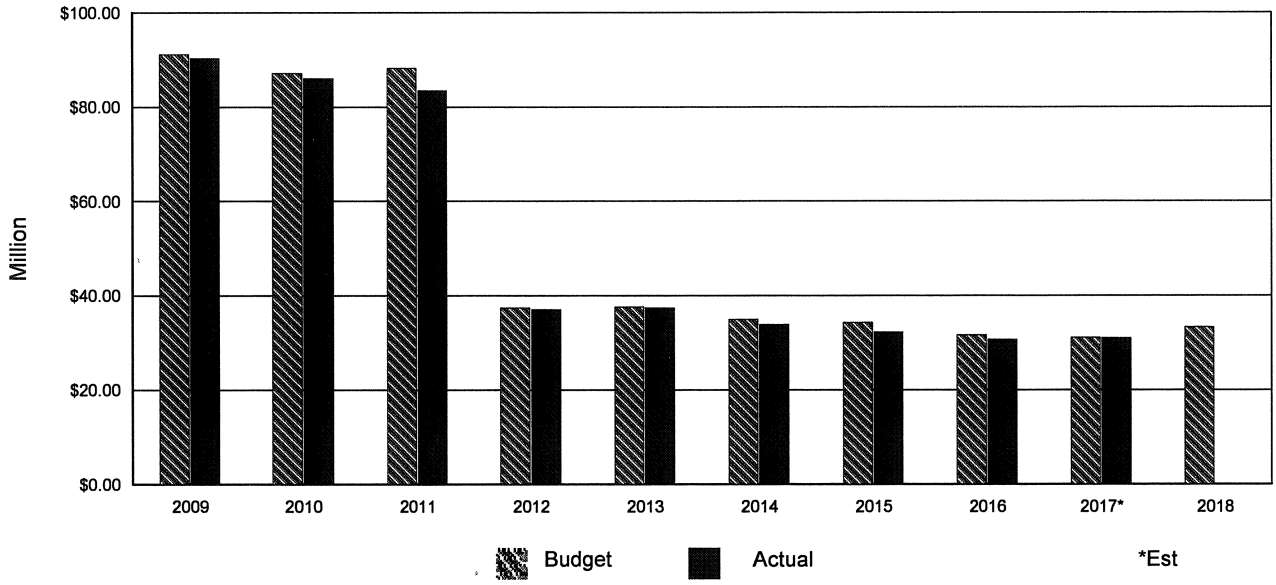
Fund Name : General Fund
Business Area : Public Works & Engineering
Fund No. /Bus. Area No. : 1000 / 2000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	1,162,914	1,412,400	1,356,057	**1,412,150**
	Supplies	5,735	37,444	20,698	**31,322**
	Other Services and Charges	27,974,329	28,092,836	28,120,158	**30,370,606**
	Total M & O Expenditures	29,142,978	29,542,680	29,496,913	**31,814,078**
	Debt Service & Other Uses	1,524,400	1,524,500	1,524,500	**1,524,500**
	Total Expenditure	30,667,378	31,067,180	31,021,413	**33,338,578**
Revenues		7,570,871	2,908,200	3,108,200	**3,002,595**
Staffing	Full-Time Equivalents - Civilian	12.6	15.0	14.3	**14.7**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	12.6	15.0	14.3	**14.7**
	Full-Time Equivalents - Overtime	0.1	0.1	0.1	**0.1**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- The FY2018 Budget includes a reduction of $35,919 for department savings initiatives.
- The Traffic Division will continue to reduce traffic "bottle-necks" during high usage periods.
- The Planning and Development Division will continue to improve the JRC transaction process to streamline and reduce processing times.
- Finance Division budget of $31.6 million includes traffic signal electricity of $1.1 million, freeway light electricity of $1.4 million, streetlight electricity of $27.6 million, and debt service of $1.5 million.

Public Works & Engineering
Current Budget vs Actual Expenditures



Business Area Performance Measures

Fund Name : General Fund
Business Area : Public Works & Engineering
Fund No. /Bus. Area No. : 1000 / 2000

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Mobility Response Team 311 Calls Received	1,514	1,200	1,660	1,200
Mobility Response Team Incident Response	69	150	50	100
Value of Real Estate Actions Recorded for the Joint Referral Committee	$6.9M	$2.0M	$2.2M	$2.0M
Expenditures Adopted Budget vs Actual Utilization	87%	98%	97%	98%
Revenues Adopted Budget vs Actual Utilization	140%	100%	107%	100%

Division Summary

Fund Name : **General Fund**
Business Area : **Public Works & Engineering**
Fund No. /Bus Area No. : **1000 / 2000**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Traffic Operations Division 200002						
Works to alleviate traffic congestion resulting from malfunctioning traffic signals, accidents, and other mobility issues throughout the City during peak periods.	5.1	486,369	5.8	597,738	**6.0**	**619,031**
PWE - Finance 200005						
Accounts for electricity, debt service, and other costs.	0.0	29,299,934	0.0	29,360,001	**0.0**	**31,646,594**
Planning & Development Services Division 200006						
Manages matters pertaining to the abandonment, sale and/or exchange of streets, alleys, or easements. Manages matters pertaining to granting of building encroachments into streets and alleys.	7.5	881,075	8.5	1,063,674	**8.7**	**1,072,953**
Total	**12.6**	**30,667,378**	**14.3**	**31,021,413**	**14.7**	**33,338,578**

Business Area Revenues Summary

Fund Name : General Fund
Business Area : Public Works & Engineering
Fund No./Bus. Area No. : 1000 / 2000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Direct Interfund Services	17,087	353,600	353,600	**364,000**
Miscellaneous/Other	612,190	554,600	554,600	**598,500**
Other Resources	6,941,594	2,000,000	2,200,000	**2,040,095**
Grand Total Revenues	**7,570,871**	**2,908,200**	**3,108,200**	**3,002,595**

SOLID WASTE MANAGEMENT

Department Description and Mission

The mission of the Solid Waste Management Department is to provide the citizens of Houston with cost-effective, environmentally sound and safe solid waste management services. Inherent within this mission are several major tasks: residential garbage collection, heavy trash collection, dead animal pick-up, opportunities for all citizens to reduce waste through direct or indirect participation in recycling opportunities, and performing the disposal functions associated with all of these operations.

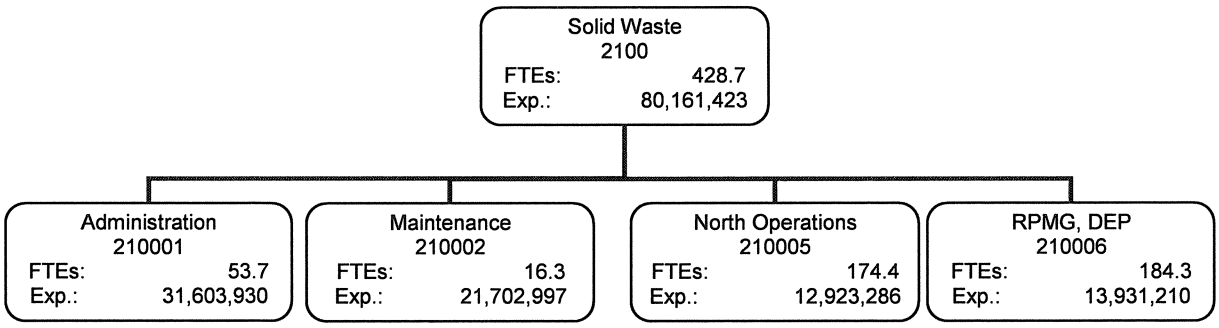
Short-Term Goals

- Implement updates to Chapter 39 in the Code of Ordinances.
- Finalize advanced routing software procurement and implementation.

Long-Term Goals

- Implement enterprise funding for key department services.
- Find appropriate locations to site at least three Neighborhood Depositories and Recycling Centers.

Department Organization



Business Area Budget Summary

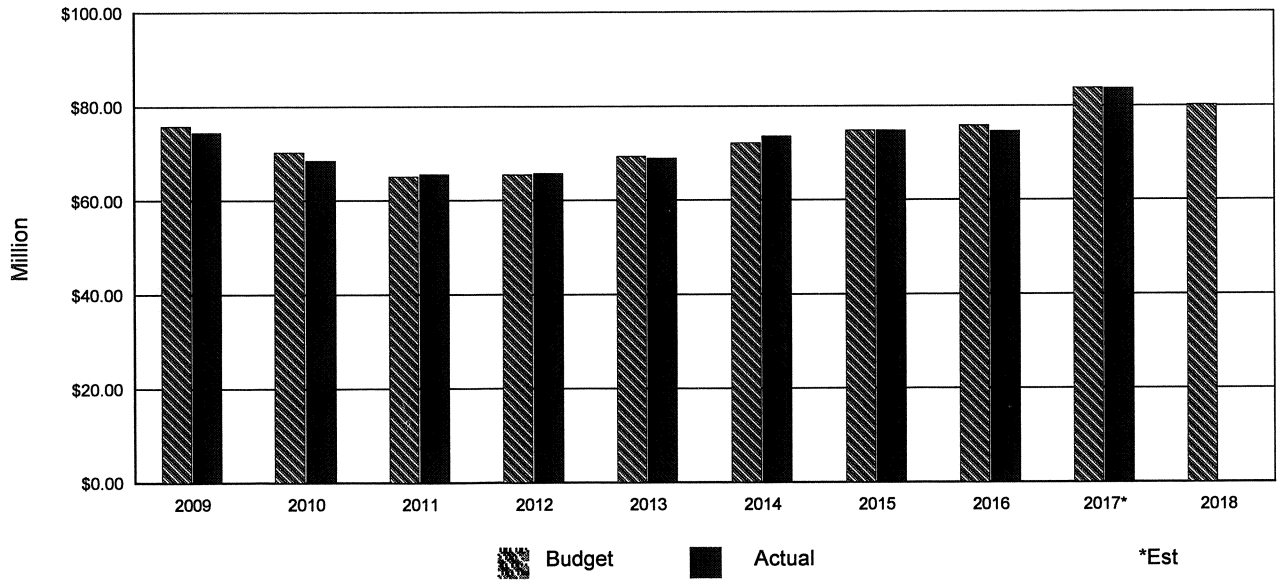
Fund Name : General Fund
Business Area : Solid Waste Management
Fund No. /Bus. Area No. : 1000 / 2100

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	31,045,313	36,520,745	36,345,196	**33,405,505**
	Supplies	4,386,853	4,408,816	4,360,621	**4,583,391**
	Other Services and Charges	35,893,025	36,528,190	36,703,740	**35,884,016**
	Equipment	154,544	0	0	**0**
	Non-Capital Equipment	33,136	1,000,000	1,000,000	**1,000,000**
	Total M & O Expenditures	71,512,871	78,457,751	78,409,557	**74,872,912**
	Debt Service & Other Uses	3,051,549	5,288,511	5,288,511	**5,288,511**
	Total Expenditure	74,564,420	83,746,262	83,698,068	**80,161,423**
Revenues		5,483,203	7,067,120	5,273,458	**6,106,517**
Staffing	Full-Time Equivalents - Civilian	436.3	438.6	438.6	**428.7**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	436.3	438.6	438.6	**428.7**
	Full-Time Equivalents - Overtime	71.4	86.3	86.3	**37.5**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- The FY2018 Budget includes a reduction of $240,713 for department savings initiatives.
- Finalize the implementation of advanced routing management and tracking system to improve route efficiency and driver/management accountability.

Solid Waste Management
Current Budget vs Actual Expenditures



Business Area Performance Measures

Fund Name : General Fund
Business Area : Solid Waste Management
Fund No. /Bus. Area No. : 1000 / 2100

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Residential Units Serviced	386,232	390,094	383,000	386,830
Tons Collected	693,411	674,719	650,753	633,594
Total Diversion Rate	25%	30%	30%	30%
Expenditures Adopted Budget vs Actual Utilization	97%	98%	103%	98%
Revenues Adopted Budget vs Actual Utilization	106%	100%	75%	100%

Division Summary

Fund Name : General Fund
Business Area : Solid Waste Management
Fund No. /Bus Area No. : 1000 / 2100

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Administration 210001						
Provides the repository for central costs that are direct costs to all of the department's operations and to provide management leadership and administrative support to the entire department.	59.0	28,996,821	59.6	35,660,281	**53.7**	**31,603,930**
Maintenance 210002						
Maintains the department's physical plants and provide the leadership and administrative resources needed to maintain the same.	15.1	20,717,900	15.6	21,487,255	**16.3**	**21,702,997**
SWM - North Operations 210005						
Provides solid waste services to the north side of the City and includes City Council Districts A, B, E, G, H, and I.	169.4	11,970,961	169.5	12,689,565	**174.4**	**12,923,286**
SWM - RPMG, DEP 210006						
Provides recycling program management and depository services to the south side of the City and includes Council Districts C, D, E, F, G, and I.	192.8	12,878,738	193.9	13,860,967	**184.3**	**13,931,210**
Total	**436.3**	**74,564,420**	**438.6**	**83,698,068**	**428.7**	**80,161,423**

Business Area Revenues Summary

Fund Name : General Fund
Business Area : Solid Waste Management
Fund No./Bus. Area No. : 1000 / 2100

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Licenses and Permits	3,079,267	4,882,320	3,091,458	**4,005,017**
Charges for Services	2,174,623	2,173,000	2,173,000	**2,092,000**
Other Fines and Forfeits	600	800	500	**500**
Miscellaneous/Other	83,844	11,000	8,500	**9,000**
Other Resources	144,869	0	0	**0**
Grand Total Revenues	**5,483,203**	**7,067,120**	**5,273,458**	**6,106,517**

HUMAN AND CULTURAL SERVICES DEPARTMENTS

Housing and Community Development ..... V - 2

Houston Health Department ..... V - 8

Library ..... V - 14

Neighborhoods ..... V - 20

Parks and Recreation ..... V - 26

HOUSING AND COMMUNITY DEVELOPMENT

Department Description and Mission

The Housing and Community Development Department's (HCDD) mission is to provide leadership in the preservation, revitalization and improvement of Houston's low and moderate-income neighborhoods by:

- Expanding the supply of safe, quality, and affordable housing.
- Improving the infrastructure.
- Providing financial inducement to encourage economic development.
- Providing social and other supportive services necessary for viable neighborhoods.

To maximize results, HCDD leverages financial and other resources with those from the public, private and non-profit sectors for the benefit of the citizens of Houston.

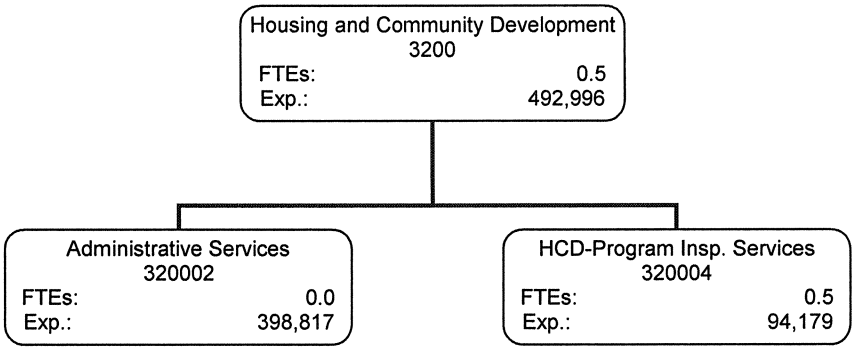
Department Short Term Goals

Develop and execute strategies to rehabilitate and reconstruct owner-occupied units, assist eligible residents to become homebuyers and improve multi-family projects, especially in targeted areas of the City, while providing social and other supportive community services to build and retain healthy neighborhoods.

Department Long Term Goals

Build the City's affordable housing stock through the conservation of owner-occupied housing and improvement of multi-family units through the acquisition of vacant parcels through foreclosure sales. Parcels will be redistributed to affordable housing developers and community housing development organizations so as to improve economic conditions leading to the sustainable neighborhoods that will benefit all Houstonians, especially low to moderate-income persons, disadvantage and underserved communities.

Department Organization



Business Area Budget Summary

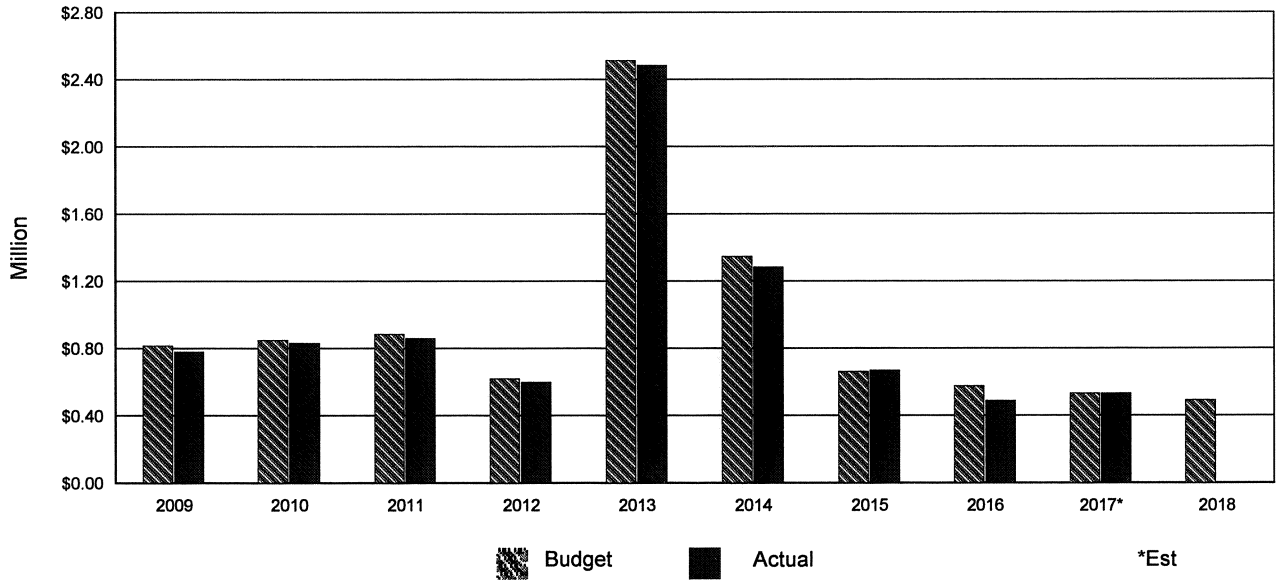
Fund Name : General Fund
Business Area : Housing & Community Development
Fund No. /Bus. Area No. : 1000 / 3200

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	125,982	128,047	128,047	**94,179**
	Other Services and Charges	363,730	404,759	404,759	**398,817**
	Total M & O Expenditures	489,712	532,806	532,806	**492,996**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	489,712	532,806	532,806	**492,996**
Revenues		416	0	0	**0**
Staffing	Full-Time Equivalents - Civilian	0.5	1.0	1.0	**0.5**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	0.5	1.0	1.0	**0.5**
	Full-Time Equivalents - Overtime	0.2	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- The FY2018 Budget includes a reduction of $33,826 for department savings initiatives.

Housing & Community Development
Current Budget vs Actual Expenditures



Business Area Performance Measures

Fund Name : General Fund
Business Area : Housing & Community Development
Fund No. /Bus. Area No. : 1000 / 3200

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Number of Chronically Homeless Housed	611	720	720	720
Expenditures Adopted Budget vs Actual Utilization	71%	98%	100%	98%

Division Summary

Fund Name : **General Fund**
Business Area : **Housing & Community Development**
Fund No. /Bus Area No. : **1000 / 3200**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Administrative Services 320002						
Ensures the grant awarded for Service of the Emergency Aid Resource Center for the Homeless (SEARCH) initiatives equate to the funding for SEARCH's Mobile Outreach Program to support homeless prevention activities Citywide.	0.0	363,730	0.0	404,759	**0.0**	**398,817**
HCD - Prgm Insp Services 320004						
Ensures program compliance of HCDD initiatives. Promotes affordable housing initiatives through the purchase of vacant tax foreclosed properties and their resale to affordable housing developers/contractors and community housing development organizations. Markets "Affordable Housing Programs (AHP)" to potential homebuyers, developers/contractors, and realtors.	0.5	125,982	1.0	128,047	**0.5**	**94,179**
Total	**0.5**	**489,712**	**1.0**	**532,806**	**0.5**	**492,996**

Business Area Revenues Summary

Fund Name : General Fund
Business Area : Housing & Community Development
Fund No./Bus. Area No. : 1000 / 3200

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Miscellaneous/Other	416	0	0	**0**
Grand Total Revenues	**416**	**0**	**0**	**0**

HOUSTON HEALTH DEPARTMENT

Department Description and Mission

Mission: To work in partnership with the community to promote and protect the health and social well-being of Houstonians.

Vision: Healthy families in a healthy community.

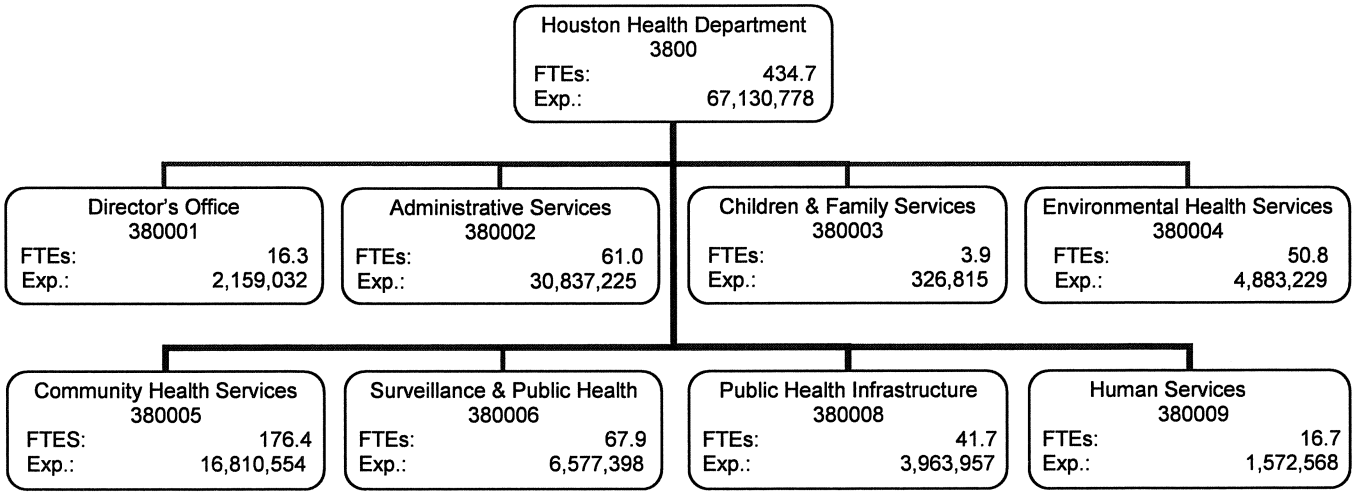
Values: Accountability, Integrity, Compassion, Non-Judgmental, Competence, Pro-Action, Diversity, Efficiency, Teamwork/Cooperation, and Innovation.

- Protect the community from communicable diseases.
- Optimize the health of mothers, infants, and children.
- Promote environmental health.
- Promote well-being through human services.
- Reduce the incidence of chronic disease.
- Prepare for a health disaster.
- Provide the community with information.

Department Short Term Goals
- To prevent the spread of communicable diseases.
- To assure quality and accessible community-wide health and human services.
- To protect against environmental hazards.
- To educate, promote and encourage healthy behaviors.
- To collect, analyze, and disseminate health data.
- To improve the public health infrastructure.
- To provide leadership, planning and policy development.
- To assure a competent public health workforce.

Department Long Term Goals
- To improve communicable/infectious disease identification and control.
- To improve the environment and environmental outcomes in the City.
- To improve departmental infrastructure to provide effective and efficient service.
- To improve access to health information.

Department Organization



Business Area Budget Summary

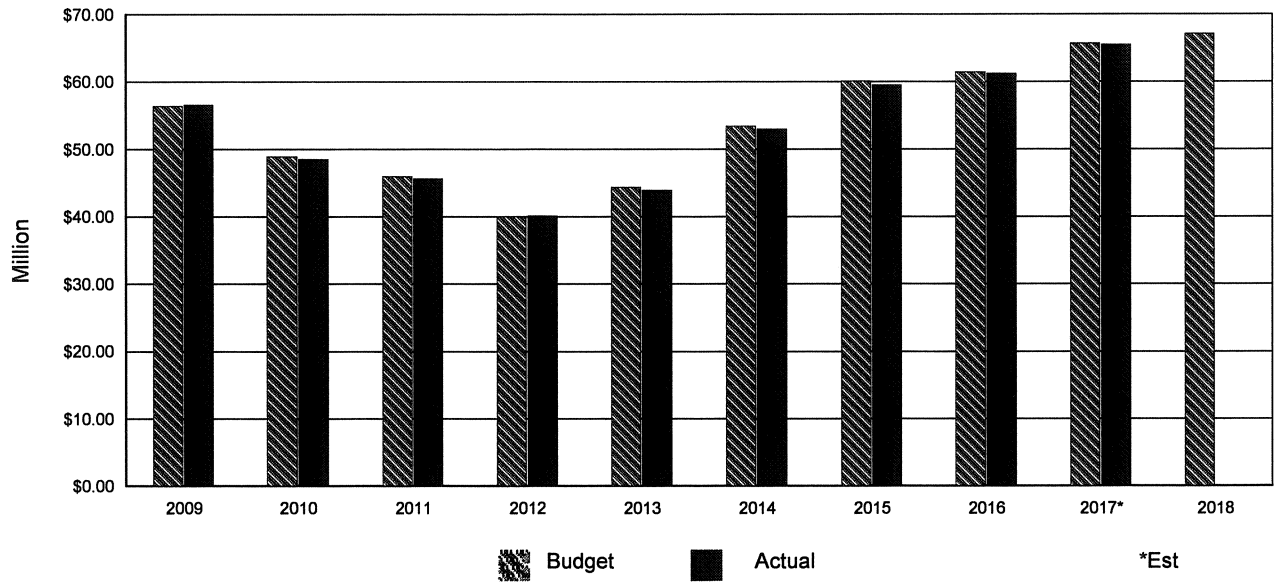
Fund Name : General Fund
Business Area : Houston Health Department
Fund No. /Bus. Area No. : 1000 / 3800

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	38,515,299	38,909,832	38,753,690	**38,572,213**
	Supplies	1,301,000	1,095,398	1,090,211	**1,104,453**
	Other Services and Charges	21,239,897	25,637,519	25,616,653	**27,413,112**
	Equipment	126,390	15,400	15,400	**16,000**
	Non-Capital Equipment	65,791	33,400	32,400	**25,000**
	Total M & O Expenditures	61,248,377	65,691,549	65,508,354	**67,130,778**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	61,248,377	65,691,549	65,508,354	**67,130,778**
Revenues		27,624,570	31,455,876	30,635,842	**32,352,040**
Staffing	Full-Time Equivalents - Civilian	443.0	444.7	441.3	**434.7**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	443.0	444.7	441.3	**434.7**
	Full-Time Equivalents - Overtime	4.7	2.4	2.4	**3.2**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- The FY2018 Budget includes a reduction of $1,309,000 for department savings initiatives.
- The FY2018 Budget includes a $2,253,664 budget increase in the 1115 Health Waiver Intergovernmental Transfer (IGT) due to program milestones that were scheduled to be completed in FY2017; however, will carry-forward into FY2018. The $2,253,664 expenditure will be offset by the associated increase in revenue reimbursement from the State.

Houston Health Department
Current Budget vs Actual Expenditures



Business Area Performance Measures

Fund Name : General Fund
Business Area : Houston Health Department
Fund No. /Bus. Area No. : 1000 / 3800

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Air Quality Inspections within 24 Hours of Complaint	100%	100%	99%	100%
Air, Water and Waste Investigations	3,217	2,800	3,000	3,000
Clean Rivers Sites Monitored	1,197	1,197	1,197	1,197
Clients with a Medical Home (Healthy Families)	98%	98%	95%	95%
Emergency Preparedness/BT/BW Tests Performed	115,278	112,226	128,882	115,000
Family Planning Clinic Encounters	9,443	9,000	8,518	8,500
Food Establishment Complaints	2,726	2,641	2,822	2,822
Food Facility Inspections	33,979	35,568	31,718	33,544
Food Facility Inspections Completed On Time	100%	100%	100%	100%
Home Delivery and Congregate Meals Served	1,446,975	1,400,000	1,400,000	1,400,000
Jail Health Encounters	103,477	110,000	110,000	110,000
Laboratory Test Performed	315,487	376,653	376,653	376,653
Priority Disease Investigations Initiated within 24 Hours of Receipt	100%	100%	100%	100%
Safety Net Dental Encounters	11,752	8,000	9,326	9,000
STD Clinic Encounters	18,714	17,000	17,000	17,000
Student Vision Program Participants	10,585	10,000	11,015	10,000
Expenditures Adopted Budget vs Actual Utilization	99%	98%	100%	98%
Revenues Adopted Budget vs Actual Utilization	104%	100%	97%	100%

Division Summary

Fund Name : **General Fund**
Business Area : **Houston Health Department**
Fund No. /Bus Area No. : **1000 / 3800**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Director's Office 380001						
The Director's Office provides oversight and input related to legislative and health policy issues, facilitates department strategic planning and acts as liaison to community stakeholders, provides direction for administrative support, management and programmatic issues. Coordinates strategic planning, program evaluation, project partnership and policy development support and media relations.	23.2	2,550,030	19.5	2,090,780	**16.3**	**2,159,032**
HHD - Administrative Services 380002						
Administrative Services consists of general, special revenue funds and grants budget groups, contracts and procurement, business management, birth and death certificates and facility maintenance.	56.9	24,529,284	51.7	28,956,540	**61.0**	**30,837,225**
Children and Family Services 380003						
Promotes good maternal and child health through nutrional support and education with Women, Infants, and Children (WIC). The Healthy Families Healthy Futures program educates families and provides assistance to decrease infant mortality.	1.2	655,806	8.5	520,666	**3.9**	**326,815**
Environmental Health Services 380004						
The Environmental Health Division consists of the Bureau of Pollution Control and Prevention (BPCP), Bureau of Consumer Health Services (BCHS), and Bureau of Community and Children's Environmental Health (BCCEH).	48.5	5,798,307	55.9	4,721,690	**50.8**	**4,883,229**
Community Health Services 380005						
Community Health Services provides public health clinical and social support services to enhance the health and well-being of individuals through a network of Houston area health centers and multi-service centers. Assists with oral health and preventive dental services for at-risk Houston children. Key components include HIV/STD prevention, TB Control, and Immunizations.	185.5	16,224,361	176.7	16,187,580	**176.4**	**16,810,554**
Surveillance & Public Health Preparedness 380006						
Surveillance and Public Health Preparedness consists of Epidemiology, Laboratory Services, Jail Health and Public Health Preparedness.	83.2	7,178,487	80.3	7,216,209	**67.9**	**6,577,398**

Division Summary

Fund Name : **General Fund**
Business Area : **Houston Health Department**
Fund No. /Bus Area No. : **1000 / 3800**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
HHD - Public Health Infrastructure 380008						
Coordinates strategic planning, program evaluation, project partnership and policy development. Office of Program Support processes requests from service areas in the department for personnel, supplies, fleet, furniture, equipment, logistics, contracts and other services. This division includes chronic disease prevention and management, public health education and school based partnerships including My Brother's Keeper.	34.8	2,839,602	32.5	3,944,154	**41.7**	**3,963,957**
HHD - Human Services 380009						
Promotes the well-being and quality of life for seniors, and adolescents. This division includes aging and injury prevention activities that provides individual and population based services for Houstonians across the age life-span. Activities and services provided include adolescent health and youth development and services for seniors.	9.7	1,472,500	16.2	1,870,735	**16.7**	**1,572,568**
Total	**443.0**	**61,248,377**	**441.3**	**65,508,354**	**434.7**	**67,130,778**

Business Area Revenues Summary

Fund Name : General Fund
Business Area : Houston Health Department
Fund No./Bus. Area No. : 1000 / 3800

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Licenses and Permits	7,783,110	8,120,700	6,896,300	**6,993,800**
Intergovernmental	13,426,826	18,209,574	18,283,845	**20,387,838**
Charges for Services	2,723,113	2,805,100	2,662,900	**2,649,900**
Direct Interfund Services	217,202	217,202	217,202	**217,202**
Indirect Interfund Services	1,870,600	2,100,000	1,836,400	**2,100,000**
Other Fines and Forfeits	1,460	1,500	1,500	**1,500**
Miscellaneous/Other	610,779	1,800	502,100	**1,800**
Other Resources	991,480	0	235,595	**0**
Grand Total Revenues	**27,624,570**	**31,455,876**	**30,635,842**	**32,352,040**

LIBRARY

Department Description and Mission

The Houston Public Library's (HPL) Mission Statement: We link people to the world.

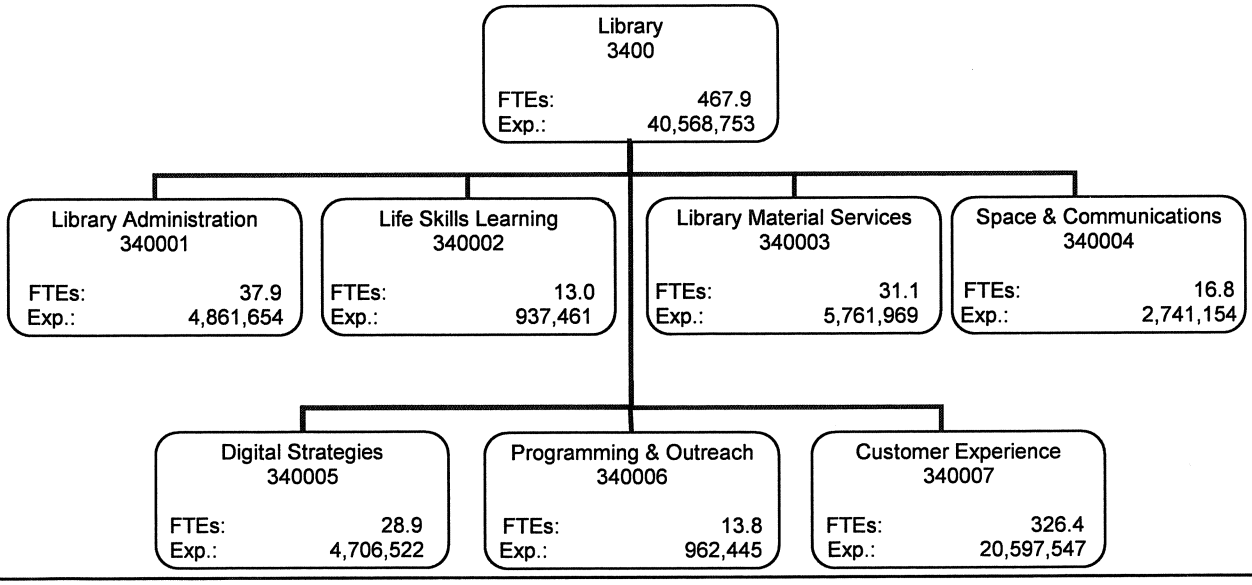
Short-Term Goals

- Combine HPL's multiple existing modes in which citizens currently access information and resources into one new service model.
- Establish a community based Information clearinghouse for the City.
- Launch Dial 111* ACCESS! a service to provide access to citywide information through the HPL app, by email, telephone, chat, social media, and in person at over 42 locations citywide.
- Establish international welcome centers in libraries that brand HPL as the City's focal point for welcoming and celebrating new immigrants to Houston.
- Launch a new service to provide access to the latest technology equipment, called TechLink.
- Launch pilot of the Mobile Hotspot project to provide in-home access to broadband services.
- Expand Afterschool Zone program from 16 to 18 locations.
- Serve as a community convening place for civic engagement.

Long Term Goals

- Align library services equally across the city.
- Develop a model that will provide virtual access to services such as COH bill pay kiosks at central and regional libraries.
- Play an essential role in re-tooling and strengthening the City's broadband access especially in areas of low connectivity.
- Establish HPL as the City's focal point for out of school learning.

Department Organization



Business Area Budget Summary

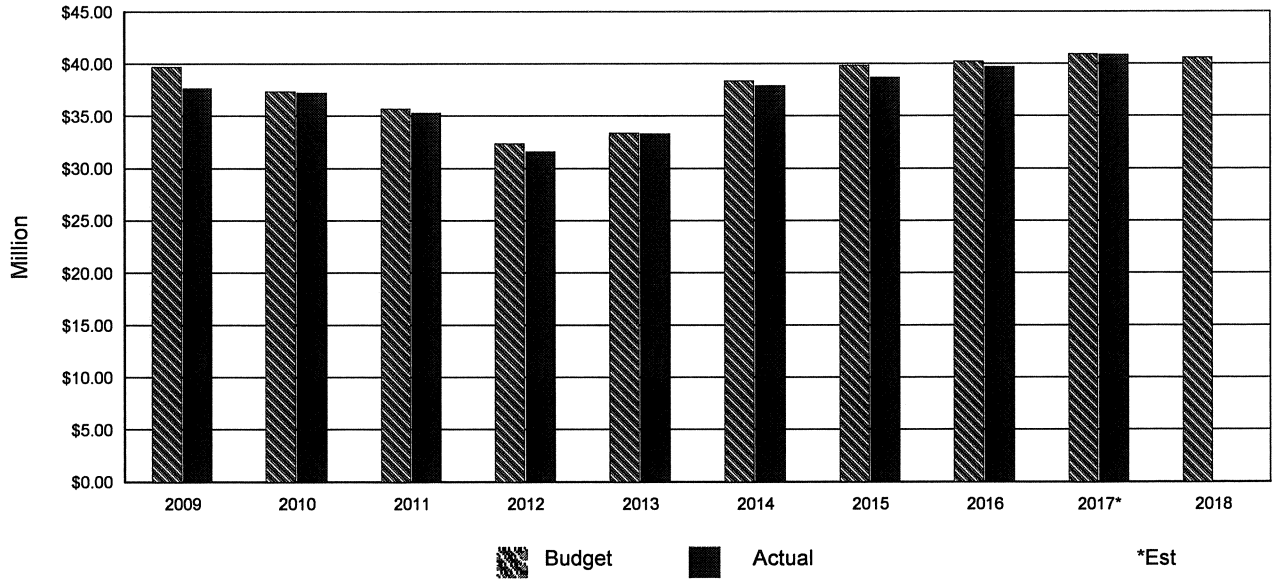
Fund Name : General Fund
Business Area : Library
Fund No. /Bus. Area No. : 1000 / 3400

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	29,054,869	30,689,281	30,543,781	**31,321,642**
	Supplies	295,261	289,275	289,275	**212,732**
	Other Services and Charges	4,505,049	4,497,591	4,579,328	**4,682,320**
	Equipment	23,240	0	0	**0**
	Non-Capital Equipment	5,066,742	4,705,059	4,705,059	**3,602,059**
	Total M & O Expenditures	38,945,161	40,181,206	40,117,443	**39,818,753**
	Debt Service & Other Uses	750,000	750,000	750,000	**750,000**
	Total Expenditure	39,695,161	40,931,206	40,867,443	**40,568,753**
Revenues		1,591,761	1,349,950	1,569,700	**1,556,250**
Staffing	Full-Time Equivalents - Civilian	466.0	467.6	467.6	**467.9**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	466.0	467.6	467.6	**467.9**
	Full-Time Equivalents - Overtime	0.0	0.6	0.6	**0.0**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for the health benefits, pension contribution and municipal employees contractual pay increases.
- The FY2018 Budget includes a reduction of $1,000,917 for department savings initiatives.

Library
Current Budget vs Actual Expenditures



Business Area Performance Measures

Fund Name : General Fund
Business Area : Library
Fund No. /Bus. Area No. : 1000 / 3400

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Open Job Labs - In-depth Assistance Sessions	6,357	6,000	6,073	6,100
Total Attendance by Outside Meeting Groups	81,123	75,000	72,374	75,000
Total Cardholders	962,493	1,100,000	1,156,488	1,200,000
Total Circulation	4,214,217	5,500,000	5,547,247	5,600,000
Total Computer Users	999,084	1,000,000	824,462	825,000
Total In-house Library Visits	3,766,937	3,800,000	3,674,027	3,800,000
Total Program Attendance	380,062	375,000	344,695	375,000
Total Students Served Through Outside School Hours Support	291,039	250,000	297,519	325,000
Total WiFi Sessions	6,289,742	6,700,000	15,000,000	15,000,000
Total Workforce Literacy Classes	30,221	28,000	24,362	28,000
Expenditures Adopted Budget vs Actual Utilization	99%	98%	100%	98%
Revenues Adopted Budget vs Actual Utilization	153%	100%	116%	100%

Division Summary

Fund Name : General Fund
Business Area : Library
Fund No. /Bus Area No. : 1000 / 3400

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
HPL-Library Administration 340001						
Provide policy direction, financial accounting, and human resources support. Serve as governmental affairs liaison. Collect and provide system-wide data, data analysis, and reports. Support and coordinate staff training, organizational development, library delivery, and fleet services. Provide and coordinate management and support for Library systems.	50.6	5,756,828	37.5	4,614,980	**37.9**	**4,861,654**
HPL- Life Skills Learning 340002						
Develop, implement, and manage a variety of programs for all ages for all library locations addressing literacy, workforce development, and technology instruction and student success. Provide workshops and resources for college preparation including cafécollege Houston.	66.8	4,194,935	13.0	1,003,134	**13.0**	**937,461**
HPL-Library Material Services 340003						
Acquires and catalogs all new books, journals and other library materials. Processes materials for use by borrowers. Provides inventory control of library materials for all branches. Sorts and distributes mail. Maintains library borrower database.	43.6	6,963,789	31.1	6,639,601	**31.1**	**5,761,969**
HPL- Spaces and Communications 340004						
Coordination of facilities maintenance, security, construction, land acquisition, management of Capital Improvement Plan, furniture and fixtures inventory, branding, planning, relocations, openings and closings. Develop and implement exhibits, marketing strategies, including system-wide communications (internal and external) and printing services.	6.4	2,111,277	16.8	3,119,585	**16.8**	**2,741,154**
HPL- Digital Strategies 340005						
Research, develop and implement online and mobile service delivery for Library customers. Coordinate the development, acquisition, installation, implementation, maintenance, training and technical support for all information and telecommunication technologies. Research, coordinate and implement printed and digital resources such as books, ebooks, audio, movies, and online service databases.	16.8	3,998,980	28.9	4,737,022	**28.9**	**4,706,522**
HPL - Programming and Outreach 340006						
Develop, implement and manage variety of programs for all ages for all library locations. Provide access to technology and computers to underserved communities and schools through outreach mobile units.	36.6	3,269,266	13.8	811,728	**13.8**	**962,445**

Division Summary

Fund Name : General Fund
Business Area : Library
Fund No. /Bus Area No. : 1000 / 3400

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
HPL- Customer Experience 340007						
Provide free access to print and digital materials, information, computers, technology and space for community engagement at 44 locations across the city. Provide programs addressing literacy, workforce development, technology instruction and student success. Provide passport services at five locations, notary services at 12 locations, and Afterschool Zone programs at 16 locations.	245.2	13,400,086	326.5	19,941,393	**326.4**	**20,597,548**
Total	**466.0**	**39,695,161**	**467.6**	**40,867,443**	**467.9**	**40,568,753**

Business Area Revenues Summary

Fund Name : General Fund
Business Area : Library
Fund No./Bus. Area No. : 1000 / 3400

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Charges for Services	905,302	785,450	992,450	**991,250**
Direct Interfund Services	18,909	10,000	22,249	**10,000**
Indirect Interfund Services	99,000	99,000	99,000	**99,000**
Other Fines and Forfeits	558,151	450,000	450,000	**450,000**
Miscellaneous/Other	10,399	5,500	6,001	**6,000**
Grand Total Revenues	**1,591,761**	**1,349,950**	**1,569,700**	**1,556,250**

NEIGHBORHOODS

Department Description and Mission

The Department of Neighborhood's (DoN) mission is to continue to improve the quality of life in neighborhoods through expanded outreach, stronger community partnerships and increased responsiveness. The divisions include the Director's Office, Inspections and Public Services, Anti-Gang Office, Citizens' Assistance Office, and Office of International Communities.

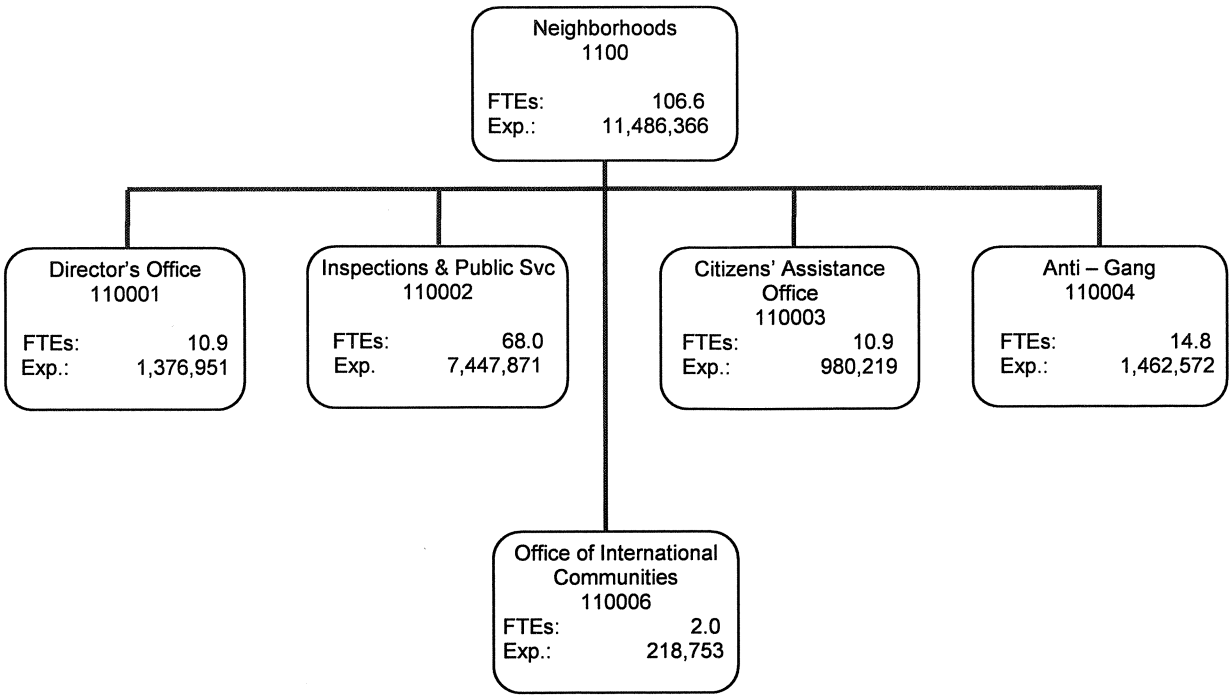
Department Short Term Goals

- Continue to increase public awareness and involvement of citizen organizations and individual residents.
- Implement innovation to improve internal and external customer communication, services and response times.

Department Long Term Goals

- Continue to improve customer satisfaction and advance effectiveness of services by proactively engaging key stakeholders in resolving their neighborhood quality of life issues.
- Increase availability of services that provide citizens with appropriate avenues to resolve community issues and address needs.
- Ensure accurate property updates readily available to customers for tracking.

Department Organization



Business Area Budget Summary

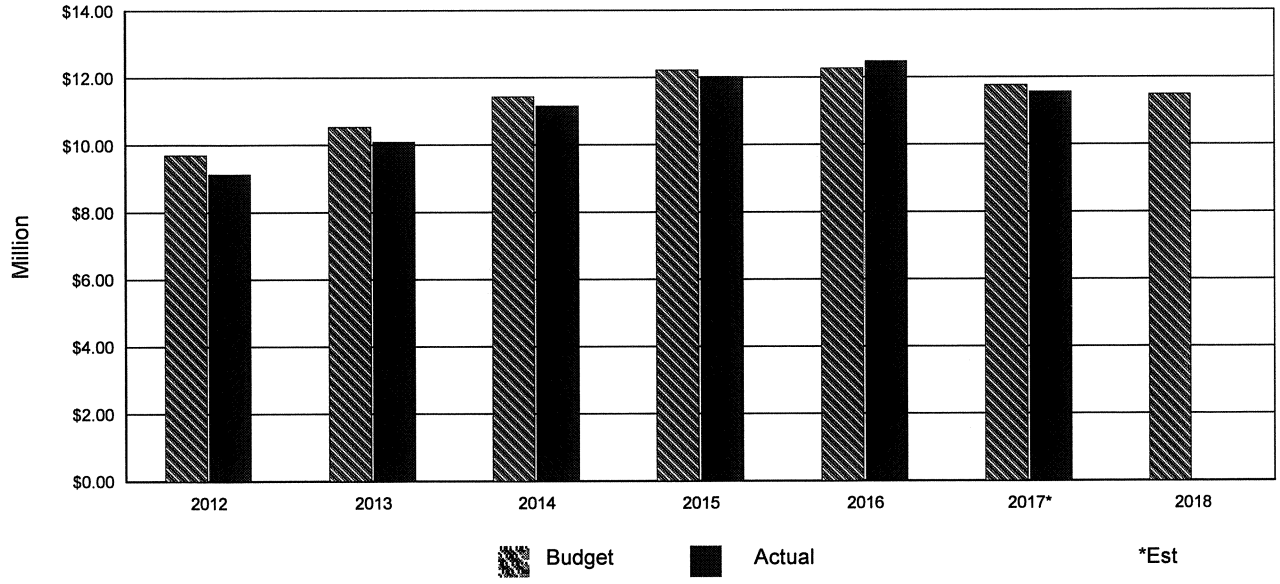
Fund Name : General Fund
Business Area : Department of Neighborhoods
Fund No. /Bus. Area No. : 1000 / 1100

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	8,463,809	8,502,614	8,299,032	**8,651,659**
	Supplies	254,918	239,679	239,679	**237,325**
	Other Services and Charges	3,734,228	3,018,918	3,018,918	**2,597,382**
	Equipment	18,574	0	0	**0**
	Non-Capital Equipment	0	3,500	3,500	**0**
	Total M & O Expenditures	12,471,529	11,764,711	11,561,129	**11,486,366**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	12,471,529	11,764,711	11,561,129	**11,486,366**
Revenues		2,710,534	2,170,690	2,170,690	**4,232,651**
Staffing	Full-Time Equivalents - Civilian	105.9	115.0	108.8	**106.6**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	105.9	115.0	108.8	**106.6**
	Full-Time Equivalents - Overtime	1.7	2.4	3.4	**0.6**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- The FY2018 Budget includes a reduction of $25,891 for department savings initiatives.
- The FY2018 includes a transfer of $311,875 for the Office of People with Disabilities Division to the Public Works & Engineering Department.
- The FY2018 Budget includes a one-time revenue transfer of $2.1 million from the Building Inspection Fund to support the Inspections and Public Service Division.

Department of Neighborhoods
Current Budget vs Actual Expenditures



Business Area Performance Measures

Fund Name : General Fund
Business Area : Department of Neighborhoods
Fund No. /Bus. Area No. : 1000 / 1100

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Average Daily Inspections	286	320	300	320
Average Days from Request to Initial Inspection	13	10	25	10
Dangerous Buildings Demolished	542	425	425	425
Dangerous Buildings Secured/Make Safe	674	600	600	600
Junk Motor Vehicles Resolved	2,991	2,100	3,000	3,000
Percent of Anti-Gang Program Youth Who Completed Program Services	87%	94%	89%	90%
Percent of Anti-Gang Program Youth Who Reoffend	18%	15%	4%	10%
Rate of Voluntary Compliance (as % of closed projects)	72%	65%	65%	65%
Weeded Lots Cut	11,800	9,100	9,299	10,000
Youth Served Through Anti-Gang Programs	6,942	6,000	6,821	6,500
Expenditures Adopted Budget vs Actual Utilization	102%	98%	99%	98%
Revenues Adopted Budget vs Actual Utilization	141%	100%	100%	100%

Division Summary

Fund Name : **General Fund**
Business Area : **Department of Neighborhoods**
Fund No. /Bus Area No. : **1000 / 1100**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
DON - Director's Office 110001 Provides executive support and leadership to all divisions of the department. Provides all divisions with services in budget, purchasing, receiving grants, receiving funds and account payables.	5.8	879,660	6.0	1,083,903	**10.9**	**1,376,951**
DON - Inspections & Public Services 110002 Enforces City codes pertaining to dangerous buildings, weeded lots, junked motor vehicles and unlawfully placed signs upon the City's right-of-way. Responds to emergencies caused by natural disaster. Provides timely and effective customer service to the public.	62.2	8,794,674	71.0	7,494,673	**68.0**	**7,447,871**
DON - Citizens Assistance Office 110003 Through community liaisons, ensures responses and resolution to Mayoral priorties, community complaints, provides education about city services to the community, and supplements other city departments with project staffing. Primary liaison to Super Neighborhood Association & CIP meetings.	12.5	950,049	10.8	905,855	**10.9**	**980,219**
DON - Anti - Gang 110004 The division develops and implements programs that serve youth, families, and communities through direct services, volunteer initiatives, collaboration, outreach, education, and policy development.	15.0	1,271,072	16.0	1,453,148	**14.8**	**1,462,572**
DON - Volunteer Initiatives Program 110005 In FY2017 this division was consolidated into the Anti-Gang services group.	1.0	90,287	0.0	0	**0.0**	**0**

Division Summary

Fund Name : General Fund
Business Area : Department of Neighborhoods
Fund No. /Bus Area No. : 1000 / 1100

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
DON - Office of International Communities 110006						
In partnership with community-based organizations and volunteers reaches out to Houston's diverse community of immigrants, ex-patriates and refugees to facilitate their successful civic, economic and cultural integration as members of our community. The division oversees the Welcome Houston Committee, the iSpeak Houston Language Access Program, Citizenship Month, World Refugee Day, and Citizenship Forums.	2.0	211,042	2.0	209,494	**2.0**	**218,753**
DON - People with Disabilities 110007						
In FY2018, this division transferred to the PWE Department.	2.9	266,505	3.0	414,056	**0.0**	**0**
DON - Education Affairs 110008						
In FY2016 this division was consolidated into the Inspection & Public Services Group (110002).	1.0	7,849	0.0	0	**0.0**	**0**
DON - Sign Enforcement 110009						
In FY2016 this division was consolidated into the Inspection & Public Services Group (110002).	3.5	391	0.0	0	**0.0**	**0**
Total	**105.9**	**12,471,529**	**108.8**	**11,561,129**	**106.6**	**11,486,366**

Business Area Revenues Summary

Fund Name : **General Fund**
Business Area : **Department of Neighborhoods**
Fund No./Bus. Area No. : **1000 / 1100**

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Licenses and Permits	950	2,000	2,000	**1,475**
Charges for Services	1,451,090	1,086,576	1,086,576	**1,256,755**
Direct Interfund Services	265,448	311,875	311,875	**0**
Other Fines and Forfeits	949,635	732,008	732,008	**852,612**
Miscellaneous/Other	43,411	38,231	38,231	**14,388**
Other Resources	0	0	0	**2,107,421**
Grand Total Revenues	**2,710,534**	**2,170,690**	**2,170,690**	**4,232,651**

PARKS AND RECREATION

Department Description and Mission

HPARD was created by City ordinance on March 15, 1916, as the Department of Public Parks and began with two facilities: Sam Houston Park and Hermann Park. Since that time, the number of parks has grown to over 370, which offers a wide variety of amenities including: swimming pools, community centers, tennis and basketball courts, fitness centers, golf courses, walking/jogging trails, skate parks, dog parks, and nature areas. HPARD also stewards the tree canopy in parks and on all City of Houston right-of-ways. In 2008, the department became the 74th USA Parks and Recreation Department to be accredited through The Commission for Accreditation of Park and Recreation Agencies and National Recreation and Park Association (CAPRA-NRPA) from the Accreditation Committee and in 2013 was re-accredited. The CAPRA-NRPA accreditation is a benchmark achievement that confirms how HPARD conducts its business in compliance with national standards and expectations.

The mission of HPARD is to enhance the quality of urban life by providing safe, well maintained parks and offering affordable programs for the community.

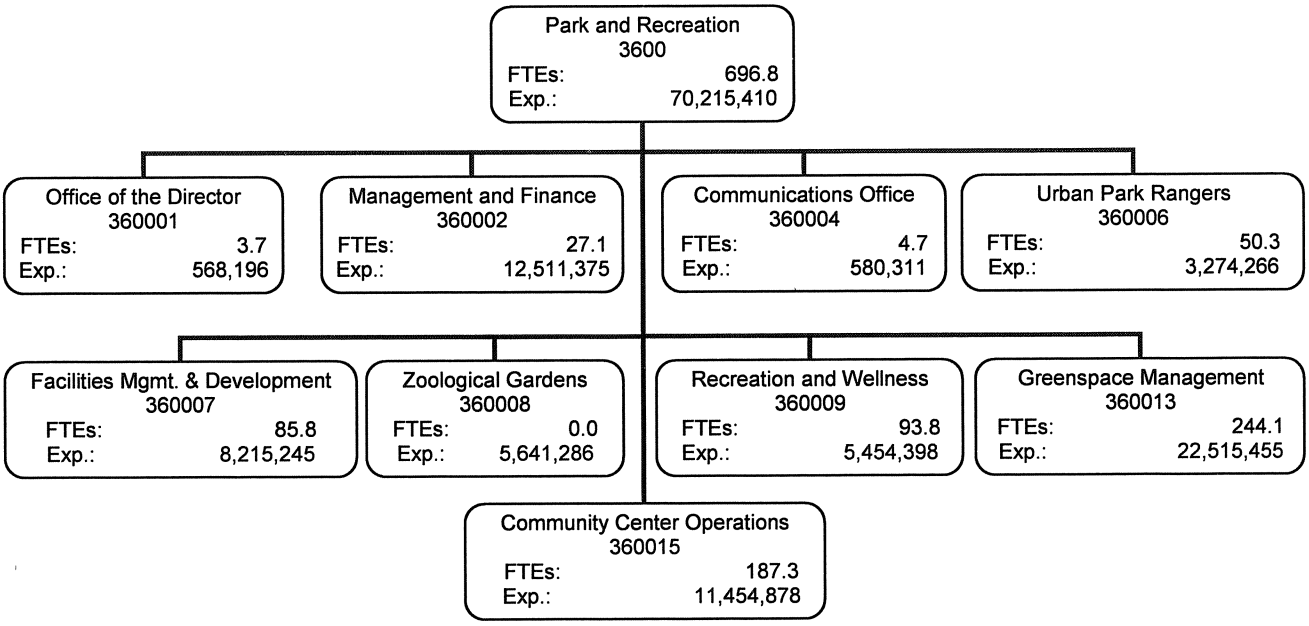
Short-Term Goals

- Maintain and operate facilities and trails within HPARD using existing resources available.
- Continue offering recreational activities and programs in the Community Centers.
- Develop new partnership with City departments and other agencies to offer additional park enhancements and recreational programs to our citizens.
- Continue to offer year round activities for children and adults with disabilities at the Metropolitan Multi-Service Center.
- Continue to develop and offer quality neighborhood parks in every community.

Long-Term Goals

- Adhere to the NRPA standards so that the department may stay in compliance with accreditation mandates.
- Acquire and develop new park land and facilities with Capital Improvement Plan (CIP) funding, Houston Parks Board (HPB) and private partners.
- Search and apply for grants to supplement funding for recreational and sports programs offered to the public.
- Pursue opportunities with private partners to adopt esplanades and support enhancement of playgrounds and sports fields.

Department Organization



Business Area Budget Summary

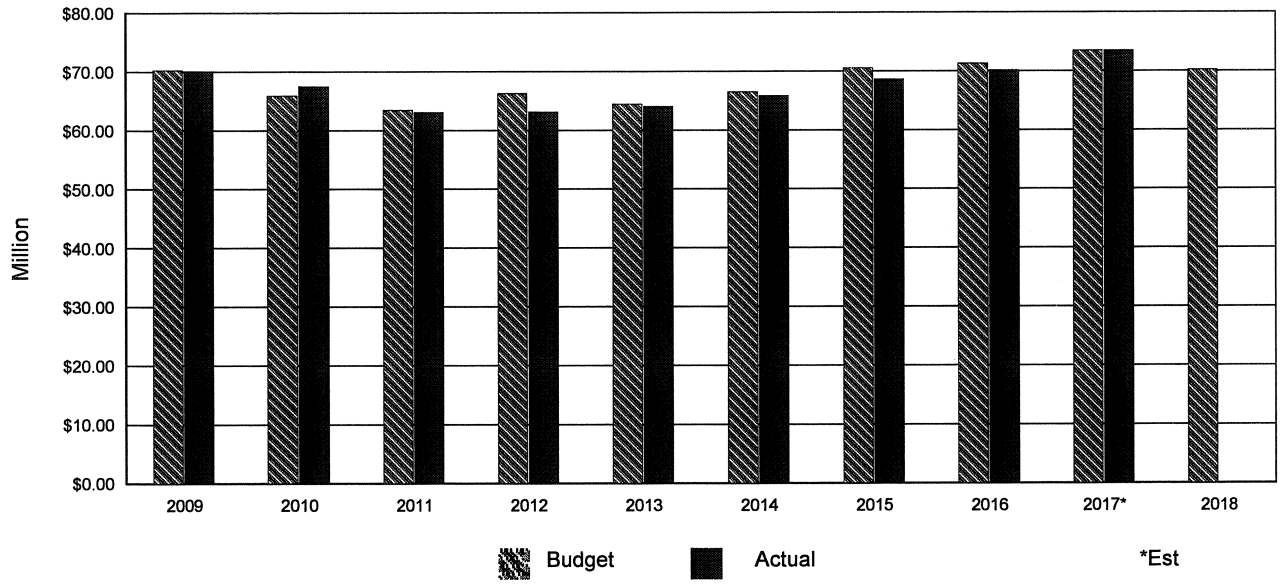
Fund Name : General Fund
Business Area : Parks and Recreation
Fund No. /Bus. Area No. : 1000 / 3600

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	39,932,932	42,715,543	42,715,543	**43,336,481**
	Supplies	3,095,302	2,864,570	2,864,570	**2,751,343**
	Other Services and Charges	25,954,929	26,835,799	26,835,799	**23,062,311**
	Equipment	9,561	0	0	**0**
	Non-Capital Equipment	11,415	0	0	**0**
	Total M & O Expenditures	69,004,139	72,415,912	72,415,912	**69,150,135**
	Debt Service & Other Uses	1,165,275	1,065,275	1,065,275	**1,065,275**
	Total Expenditure	70,169,414	73,481,187	73,481,187	**70,215,410**
Revenues		908,418	1,107,900	1,069,367	**3,113,467**
Staffing	Full-Time Equivalents - Civilian	643.4	703.0	703.0	**696.8**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	643.4	703.0	703.0	**696.8**
	Full-Time Equivalents - Overtime	14.5	13.6	13.6	**5.1**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- The FY2018 Budget includes a reduction of $1,342,845 for department savings initiatives.
- FY2018 Budget includes Zoo contract deferral of $5 million.
- FY2018 Revenue Budget includes one-time transfer from Parks Special Revenue Fund of $2 million for contract instructors, Case for Kids projects, and Greenspace supplies.
- Maintains and upkeeps all park facilities and trails to offer quality recreational experiences to our citizens who will benefit from the programs offered at community centers, aquatic facilities, sports complexes, playgrounds; as well as, Lake Houston Wilderness Park nature trips.

Parks and Recreation
Current Budget vs Actual Expenditures



Business Area Performance Measures

Fund Name : General Fund
Business Area : Parks and Recreation
Fund No. /Bus. Area No. : 1000 / 3600

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Aquatics Participants	617,437	260,550	260,550	261,000
Bike/Hike Mowing Cycle (average number of days)	20.1	21.0	19.6	21.0
Community Service Volunteers	41,938	53,000	49,000	52,000
Esplanades Mowing Cycle (average number of days)	22.8	25.0	22.4	25.0
Facility Work Orders Completed	N/A	16,275	16,325	16,525
Hours of Park Patrol	N/A	55,700	72,000	87,400
Park Sites Improved	N/A	22	23	24
Parks/Plazas Mowing Cycle (average number of days)	21.5	21.0	21.7	21.0
Seniors/Adults-Craft Participants	164,037	176,000	146,600	150,000
Summer Enrichment Program	117,435	133,400	132,000	133,000
Tree and Litter in Park Complaints through 311	540	550	543	550
Volunteer Hours at Community Centers	41,938	32,000	53,000	55,000
Youth Tennis Participants	31,924	50,000	33,500	35,000
Expenditures Adopted Budget vs Actual Utilization	99%	98%	100%	98%
Revenues Adopted Budget vs Actual Utilization	81%	100%	97%	100%

Division Summary

Fund Name : General Fund
Business Area : Parks and Recreation
Fund No. /Bus Area No. : 1000 / 3600

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Office of the Director 360001						
Provides executive direction that enables the department to achieve its stated goals as identified in the department's master plan.	3.7	579,376	3.4	568,891	**3.7**	**568,196**
Management and Finance 360002						
Directs the operations of all aspects of accounting, purchasing, information technology services, safety, and grant writing. Additionally, includes the liaison for HR, Payroll and Workers Compensation. This budget includes utilities, insurance, fuel, and drainage fees for the department.	29.4	12,359,997	27.3	11,535,694	**27.1**	**12,511,375**
Communications Office 360004						
The division is responsible for flow of information between the department, the public, press and the community. It supports the department's core functions through branding, marketing programs and events via press releases, publications, 311 liaison, citizensnet, the web, social media, askparks website responses, and citizens' concerns.	4.9	566,488	4.4	542,524	**4.7**	**580,311**
Urban Park Rangers 360006						
Direct the security operations and dispatch services at HPARD city operated pools, community centers, and other Parks' Department facilities and venues 24 hours a day, seven days a week.	33.1	2,800,117	49.0	3,293,698	**50.3**	**3,274,266**
Facilities Management & Development 360007						
Coordinates and monitors park planning and expansion; construction and renovation of park facilities and security. Inspects all park amenities and provides routine maintenance of all HPARD facilities.	89.6	8,072,936	87.4	8,066,955	**85.8**	**8,215,245**
Zoological Gardens 360008						
In June 2002, Houston City Council approved an ordinance privatizing the Houston Zoo (Ordinance 2002-574), which became effective July 8, 2002 in FY2003; the electricity for the Zoo is budgeted in this cost center.	0.0	10,186,009	0.0	10,656,870	**0.0**	**5,641,286**

Division Summary

Fund Name : General Fund
Business Area : Parks and Recreation
Fund No. /Bus Area No. : 1000 / 3600

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Recreation and Wellness 360009						
Operates Outdoor Swimming Pools, Soccer Program, Adaptive Recreation Center, Skate Park, Tennis Courts, and Disc Golf Courses; in addition to managing all programs, services, educational and volunteer opportunities at these facilities year round.	72.6	5,125,088	92.6	5,368,507	**93.8**	**5,454,398**
Greenspace Management 360013						
Provides routine ground maintenance to COH parks, sports fields, trails, trees, libraries, multi-service centers, Lake Houston Wilderness Park and other natural resources. Responsible for City Urban Forestry Services such as tree planting, trimming, and city-wide 311. Provides emergency services during disasters.	232.9	19,937,170	249.8	22,033,258	**244.1**	**22,515,455**
Community Center Operations 360015						
Operates all community centers including fitness, weight rooms and gyms; offering leisure programs and recreational opportunities for people of all ages and abilities on a year-round basis. Core programs include: Afterschool and Summer Enrichment, Fitness and Weight Training Classes, Senior Programs, Instructional Sports Play, Teen Programs, and Grand Slam for Youth Baseball Program.	177.2	10,542,233	189.1	11,414,790	**187.3**	**11,454,878**
Total	**643.4**	**70,169,414**	**703.0**	**73,481,187**	**696.8**	**70,215,410**

Business Area Revenues Summary

Fund Name : General Fund
Business Area : Parks and Recreation
Fund No./Bus. Area No. : 1000 / 3600

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Intergovernmental	608,000	608,000	440,000	**440,000**
Charges for Services	166,667	0	166,667	**166,667**
Miscellaneous/Other	133,751	499,900	462,700	**506,800**
Other Resources	0	0	0	**2,000,000**
Grand Total Revenues	**908,418**	**1,107,900**	**1,069,367**	**3,113,467**

ADMINISTRATIVE SERVICES DEPARTMENTS

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ADMINISTRATION AND REGULATORY AFFAIRS
Department Description and Mission

The Administration and Regulatory Affairs (ARA) Department provides efficient and logical solutions to administrative and regulatory challenges. Our goal is to provide increasing value to Houston via a customer-driven team that pursues continual improvement to operational efficiency and service excellence.

The department's objectives are to:

- Demonstrate integrity, accountability, consistency, and professionalism.
- Provide excellent customer service.
- Emphasize strategic financial planning and performance reporting.
- Maximize the effective and efficient use of public funds.
- Follow directives and policies of City Council and City management.
- Build a cohesive team based on trust, respect and mutual support.

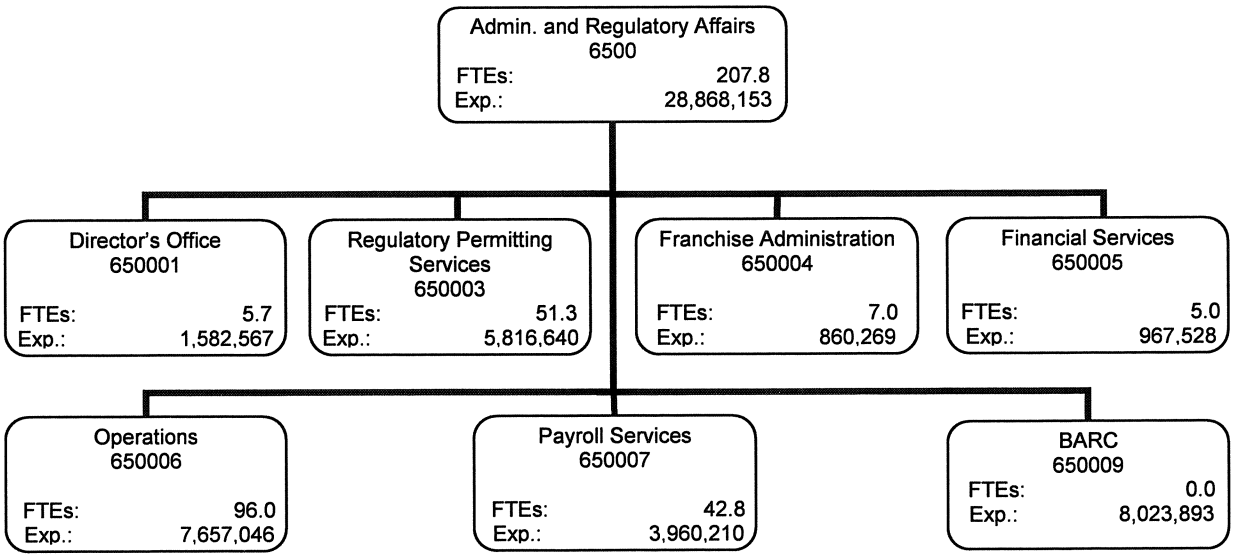
Department Short Term Goals

- Examine vehicle-for-hire licensing requirements to determine whether any can be streamlined or eliminated to make onboarding of drivers faster and more efficient, and make recommendations to the Mayor.
- Continue the transformation of 311 Help & Information to develop additional two-way communication functions between 311 and citizens, and implement citizen call-back assist.
- Continue the transformation of Bureau of Animal Regulation and Care (BARC) to focus on expanding targeted low-cost spay neuter program, focus on increasing animal wellness programs to increase positive outcomes, and work with Houston BARC Foundation for successful fundraising efforts related to the Pet Walk and annual Gala.
- Complete installation of first phase of the 5-year replacement program for parking meters, renew technology contract, implement and evaluate pilot carshare program, and recommend changes to Chapter 26 to accommodate residents in mixed-use development.
- Continue the excellent customer services in ARA Divisions.

Department Long Term Goals

- Transform BARC into the top municipal Animal Shelter and Adoptions Center in the United States.
- Transform 311 Help & Information into the top municipal citizen engagement center in the United States.
- Identify and implement cost-effective technology solutions to facilitate Park Houston's ability to provide wayfinding and parking availability information to customers; leverage Park Houston's infrastructure for economic development purposes.

Department Organization



Business Area Budget Summary

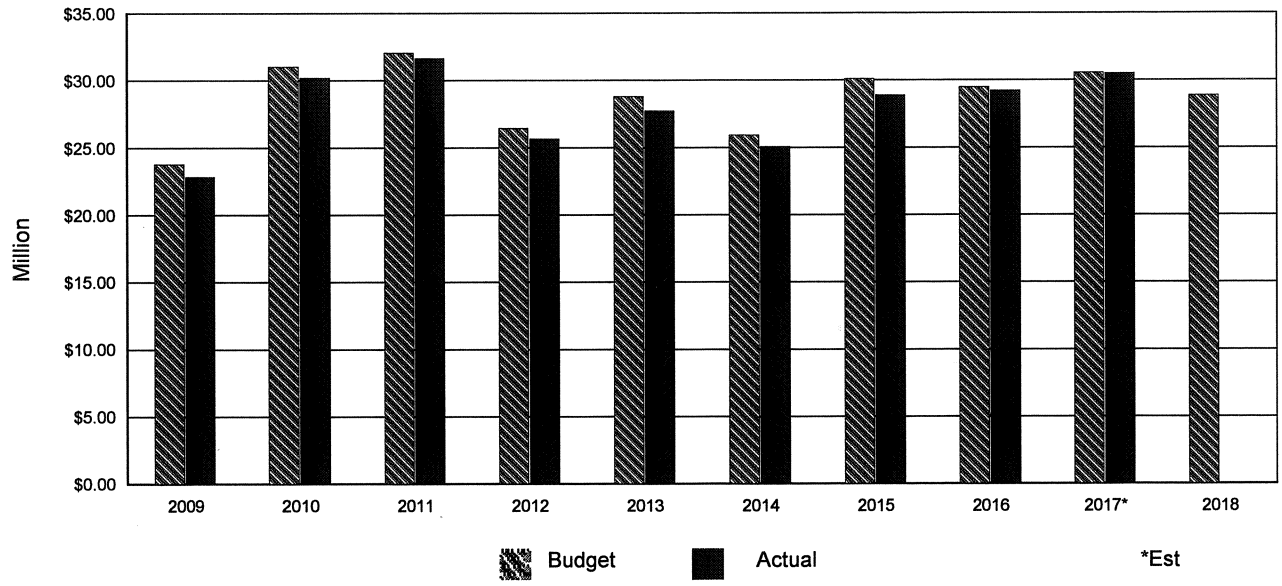
Fund Name : General Fund
Business Area : Administration and Regulatory Affairs
Fund No. /Bus. Area No. : 1000 / 6500

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	15,544,003	16,881,736	16,824,712	**16,529,513**
	Supplies	112,685	138,004	138,004	**138,266**
	Other Services and Charges	4,056,533	3,946,601	3,946,601	**4,176,481**
	Equipment	0	52,800	52,800	**0**
	Non-Capital Equipment	4,120	11,700	11,700	**0**
	Total M & O Expenditures	19,717,341	21,030,841	20,973,817	**20,844,260**
	Debt Service & Other Uses	9,523,893	9,523,893	9,523,893	**8,023,893**
	Total Expenditure	29,241,234	30,554,734	30,497,710	**28,868,153**
Revenues		211,153,381	213,354,581	209,983,720	**200,493,577**
Staffing	Full-Time Equivalents - Civilian	203.7	214.3	209.2	**207.8**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	203.7	214.3	209.2	**207.8**
	Full-Time Equivalents - Overtime	1.2	1.1	1.4	**1.1**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution, and municipal employees contractual pay increase.
- The FY2018 Budget includes a reduction of $576,081 for department savings initiatives.
- Includes a $1.5 million budget reduction in the General Fund Transfer to support BARC.
- Includes a net increase of $331,250 in the restricted accounts.
- FY2018 Revenues decreased by $9 million primarily due to lower franchise fees.

Administration and Regulatory Affairs
Current Budget vs Actual Expenditures



Business Area Performance Measures

Fund Name : General Fund
Business Area : Administration and Regulatory Affairs
Fund No. /Bus. Area No. : 1000 / 6500

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
311 Average Speed of Answer (seconds)	73	75	75	75
Alcohol Site Survey Completion (days)	8	10	9	10
Houston Permitting Center (HPC) Wait Time (minutes)	25	25	32	15
HPC Customer Satisfaction Survey Rating	100%	98%	100%	98%
HPC Vehicle-for-Hire Customers Served	30,683	25,000	100,000	20,000
Expenditures Adopted Budget vs Actual Utilization	99%	98%	100%	98%
Revenues Adopted Budget vs Actual Utilization	103%	100%	98%	100%

Division Summary

Fund Name : **General Fund**
Business Area : **Administration and Regulatory Affairs**
Fund No. /Bus Area No. : **1000 / 6500**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Director's Office 650001						
Executive head of Administration and Regulatory Affairs Department with authority over all department policies, procedures, and employees. Defines strategies to pivot operations and identifies opportunities to streamline customer service delivery.	5.0	1,796,526	5.1	1,411,893	**5.7**	**1,582,567**
Regulatory Permitting Services 650003						
Administers ordinances related to regulation of vehicles for hire, alcohol related businesses, dance halls, game rooms, etc. Issues permits for burglar alarms.	43.8	5,156,991	52.3	5,979,752	**51.3**	**5,816,640**
Franchise Administration 650004						
Regulates utilities such as electricity, natural gas, and private water companies. Manages franchises for the use of City right-of-ways.	7.2	832,011	7.0	812,313	**7.0**	**860,269**
Financial Services 650005						
Develops, manages, and monitors ARA's operating budget. Provides accounting services for ARA and various other departments.	6.0	920,672	5.6	992,108	**5.0**	**967,528**
Operations 650006						
Manages 311 Call Center and responds to citizens' questions and requests for service. Organizes and manages the citywide records program and HISD contracts. Sells surplus city property. Provides mailroom services to 611 Walker, City Hall and City Hall Annex.	95.6	6,951,145	97.1	7,490,975	**96.0**	**7,657,046**
Payoll Services 650007						
Provides time & attendance and payroll processing services to all City employees.	46.1	4,060,011	44.8	4,286,776	**42.8**	**3,960,210**

Division Summary

Fund Name : **General Fund**
Business Area : **Administration and Regulatory Affairs**
Fund No. /Bus Area No. : **1000 / 6500**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
BARC **650009**						
BARC was moved to Special Revenue Fund 2427 in FY2011. The General Fund provides funding to BARC Special Revenue Fund (2427).	0.0	9,523,878	0.0	9,523,893	**0.0**	**8,023,893**
Total	**203.7**	**29,241,234**	**209.2**	**30,497,710**	**207.8**	**28,868,153**

Business Area Revenues Summary

Fund Name : General Fund
Business Area : Administration and Regulatory Affairs
Fund No./Bus. Area No. : 1000 / 6500

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Electric Franchise	99,755,510	101,017,923	101,017,923	**100,836,001**
Telephone Franchise	43,060,701	42,000,000	40,906,069	**37,215,000**
Gas Franchise	14,839,561	15,015,585	15,015,585	**13,790,581**
Other Franchise	32,056,238	33,738,694	30,430,779	**26,805,826**
Licenses and Permits	17,745,319	17,679,603	18,606,098	**17,888,927**
Charges for Services	233,997	201,777	223,357	**206,498**
Direct Interfund Services	1,082,044	1,372,398	1,367,186	**1,380,623**
Other Fines and Forfeits	2,144,886	2,026,601	2,031,651	**2,068,121**
Miscellaneous/Other	235,125	302,000	385,072	**302,000**
Grand Total Revenues	**211,153,381**	**213,354,581**	**209,983,720**	**200,493,577**

CITY CONTROLLER

Department Description and Mission

The mission of the Office of the City Controller is to protect the financial integrity of Houston's City government by:

- Accurately and timely reporting on the City's current financial condition.
- Assessing the City's future financial condition with accurate forecasts of projected revenues and expenses.
- Certifying to City Council that funds are available for all appropriations and commitments and keeping accurate books of account to reflect these commitments.
- Certifying that vendors with City contracts are not delinquent on City taxes.
- Auditing the financial activities of the City departments.
- Ensuring that every City dollar is fully and wisely invested at all times.
- Serving as the financial voice for City government, and informing the citizens about important financial issues.

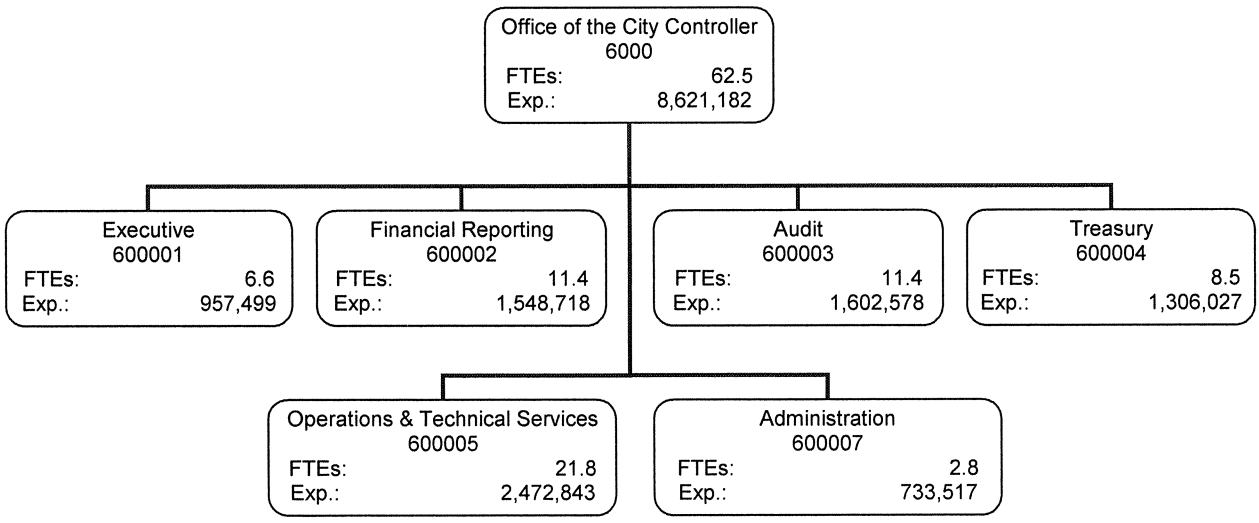
Department Short Term Goals:

- Increase transparency of government spending.
- Automate the City's Comprehensive Annual Financial Report.
- Retain AAA rating from Fitch Rating Agency for the City's Investment Portfolio.
- Work to implement paperless approval of City's invoices.

Department Long Term Goals:

- Resume expansion of the Audit Division.
- Successfully pass a peer review process for the Audit Division.
- Complete paperless workflow system for financial data.

Department Organization



Business Area Budget Summary

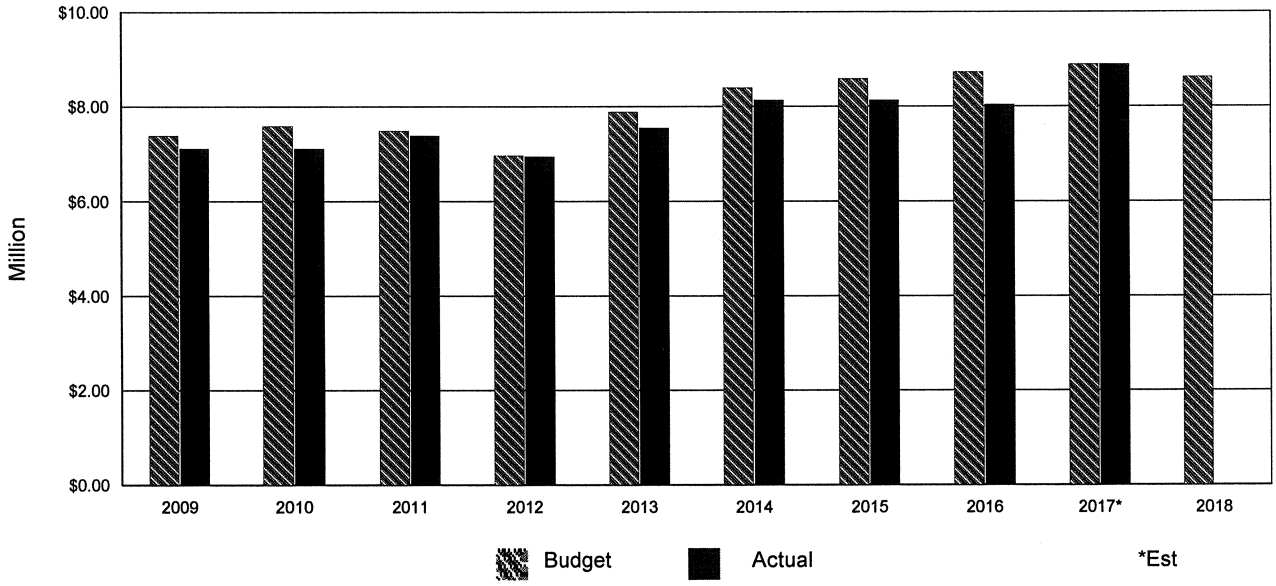
Fund Name : General Fund
Business Area : City Controller
Fund No. /Bus. Area No. : 1000 / 6000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	7,118,540	7,587,608	7,587,608	**7,537,762**
	Supplies	55,624	116,098	116,098	**81,059**
	Other Services and Charges	863,601	1,184,110	1,184,110	**1,002,361**
	Total M & O Expenditures	8,037,765	8,887,816	8,887,816	**8,621,182**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	8,037,765	8,887,816	8,887,816	**8,621,182**
Revenues		(108,902)	0	1,077	**0**
Staffing	Full-Time Equivalents - Civilian	60.3	64.5	64.5	**62.5**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	60.3	64.5	64.5	**62.5**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- o The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- o The FY2018 Budget includes a reduction of $375,755 for department savings initiatives.
- o The FY2018 Budget provides funding for the continuation of current service levels.

City Controller
Current Budget vs Actual Expenditures



Division Summary

Fund Name : General Fund
Business Area : City Controller
Fund No. /Bus Area No. : 1000 / 6000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Executive 600001						
Sets policy for the City Controller's Office, serves as the independent financial voice for the City of Houston, and provides the communication link between the office and the public.	5.5	886,071	5.7	972,715	**6.6**	**957,499**
Financial Reporting 600002						
Provides timely and accurate monthly financial reports and prepares the Comprehensive Annual Financial Report (CAFR).	12.1	1,574,304	12.3	1,598,564	**11.4**	**1,548,718**
Audit 600003						
Provides the Mayor, City Council, and department management with independent analyses and recommendations concerning the adequacy and effectiveness of the City's internal control structure. Responds to Fraud Hotline.	8.7	1,405,078	10.4	1,698,453	**11.4**	**1,602,578**
Treasury 600004						
Manages all investments of City funds except pension and trust funds. Oversees all debt operations, revolving credit agreements and letters of credit, new debt issuances, and refinancing of existing debt.	9.1	1,304,074	9.5	1,481,723	**8.5**	**1,306,027**
Operations & Technical Services 600005						
Reviews and approves financial transactions relating to disbursements and payroll; maintains archive records of City transactions; performs bank reconcilations; and coordinates tax reviews of City vendors. Certifies funds for Council Action. Processes unclaimed property.	21.5	2,178,863	22.8	2,377,967	**21.8**	**2,472,843**

Division Summary

Fund Name : General Fund
Business Area : City Controller
Fund No. /Bus Area No. : 1000 / 6000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Administration 600007						
Provides the Office of the City Controller with services in human resources, budget, purchasing, and administrative processes to maximize staff productivity.	3.4	689,375	3.8	758,394	**2.8**	**733,517**
Total	**60.3**	**8,037,765**	**64.5**	**8,887,816**	**62.5**	**8,621,182**

Business Area Revenues Summary

Fund Name : **General Fund**
Business Area : **City Controller**
Fund No./Bus. Area No. : **1000 / 6000**

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Miscellaneous/Other	(108,902)	0	1,077	0
Grand Total Revenues	**(108,902)**	**0**	**1,077**	**0**

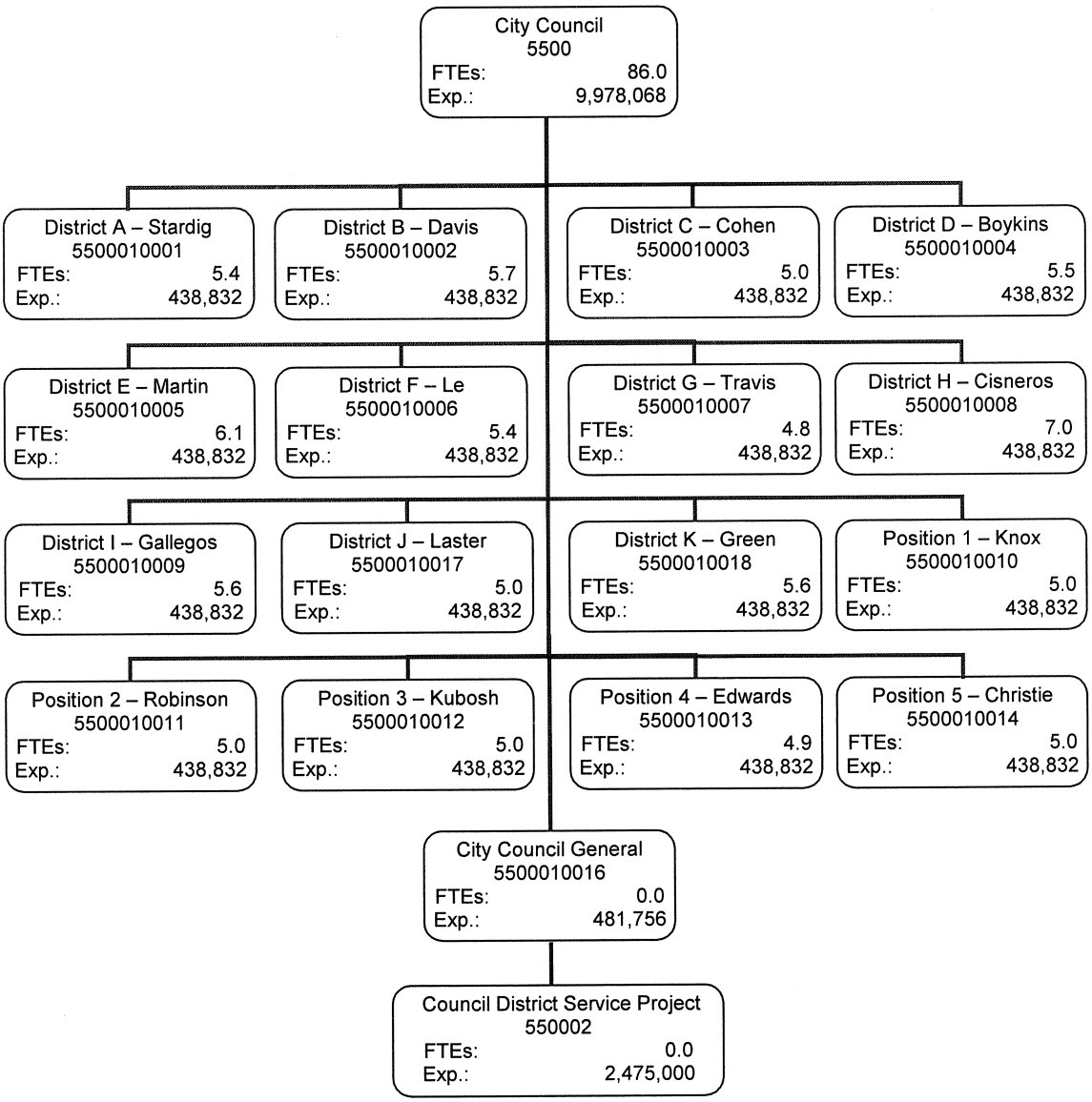
CITY COUNCIL

Department Description and Mission

The Houston City Council serves as the legislative body with power to enact all ordinances and resolutions. The Members of Council jointly determine policy and initiate legislation. The City Council convenes twice weekly to administer duties set forth by the City Charter.

There are sixteen Council Members who represent eleven geographical districts and five at-large positions. The Council Members respond to several thousand constituents' calls and letters weekly, hold community meetings, and attend civic organization meetings.

Department Organization



Business Area Budget Summary

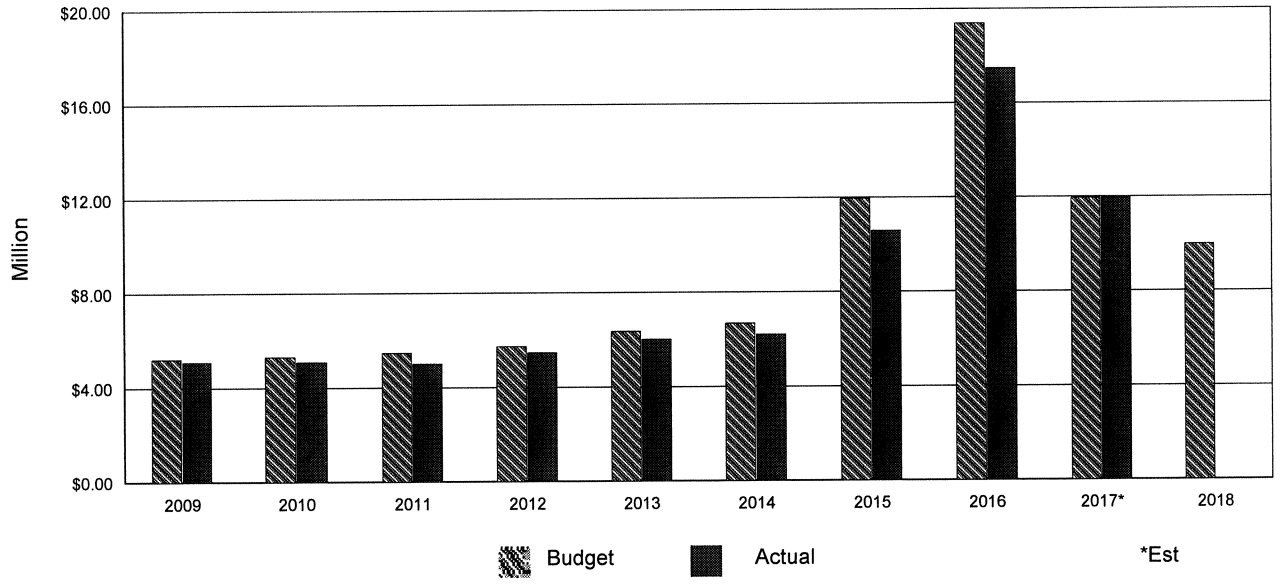
Fund Name : General Fund
Business Area : City Council
Fund No. /Bus. Area No. : 1000 / 5500

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	8,135,412	7,241,871	7,241,871	**7,138,003**
	Supplies	448,424	73,494	73,494	**55,346**
	Other Services and Charges	2,919,707	4,641,059	4,641,059	**2,784,719**
	Equipment	98,281	0	0	**0**
	Non-Capital Equipment	39,352	0	0	**0**
	Total M & O Expenditures	11,641,176	11,956,424	11,956,424	**9,978,068**
	Debt Service & Other Uses	5,823,465	0	0	**0**
	Total Expenditure	17,464,641	11,956,424	11,956,424	**9,978,068**
Revenues		1,741	0	0	**0**
Staffing	Full-Time Equivalents - Civilian	77.6	87.5	87.5	**86.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	77.6	87.5	87.5	**86.0**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- o The FY2018 Budget provides funding for health benefits and pension contribution.
- o The FY2018 Budget includes a reduction of $275,000 for the Council District Service Fund.
- o The FY2018 Budget includes funding for the Council District Service Project Program for $2,475,000.

City Council
Current Budget vs Actual Expenditures



Division Summary

Fund Name : **General Fund**
Business Area : **City Council**
Fund No. /Bus Area No. : **1000 / 5500**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
City Council 550001						
Serves as a legislative body with power to enact all ordinances and resolutions. The Council Members determine policy, initiate legislation, and administer duties set forth in the City Charter.	77.6	7,092,085	87.5	7,647,577	**86.0**	**7,503,068**
Council District Service Project 550002						
Council District Service Project Program establishes a method to address minor neighborhood issues. Funding for each District Council Member will be allocated; an equal amount to be utilized based on neighborhood needs and constituents' input.	0.0	10,372,556	0.0	4,308,847	**0.0**	**2,475,000**
Total	**77.6**	**17,464,641**	**87.5**	**11,956,424**	**86.0**	**9,978,068**

Business Area Revenues Summary

Fund Name : General Fund
Business Area : City Council
Fund No./Bus. Area No. : 1000 / 5500

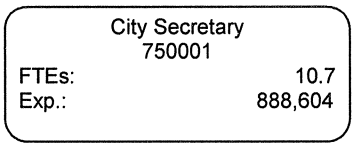
Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Miscellaneous/Other	1,741	0	0	**0**
Grand Total Revenues	**1,741**	**0**	**0**	**0**

CITY SECRETARY

Department Description and Mission

The Office of the City Secretary is responsible for recording the minutes of City Council meetings and maintaining all official City records. The activities of the City Secretary include: preparing the Council meeting agenda, administering City elections, receiving vendor bid proposals, and processing Council motions, resolutions and ordinances.

Department Organization



Business Area Budget Summary

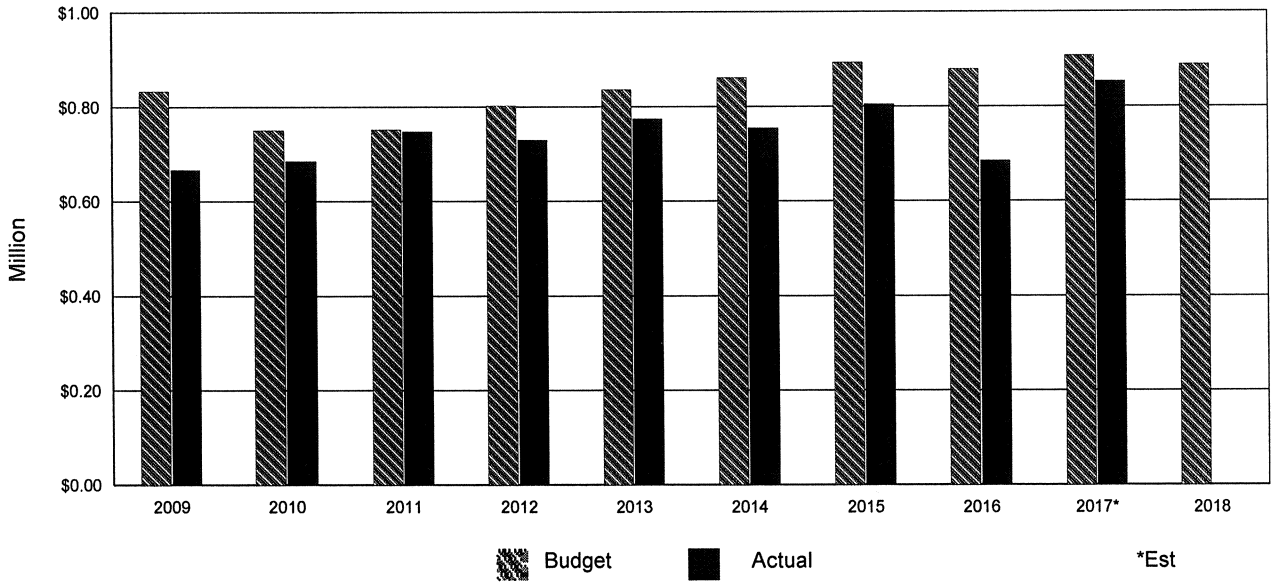
Fund Name : General Fund
Business Area : City Secretary
Fund No. /Bus. Area No. : 1000 / 7500

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	601,388	734,302	681,938	**731,154**
	Supplies	4,337	23,351	21,633	**23,325**
	Other Services and Charges	79,043	150,063	150,038	**134,125**
	Total M & O Expenditures	684,768	907,716	853,609	**888,604**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	684,768	907,716	853,609	**888,604**
Revenues		0	0	0	**0**
Staffing	Full-Time Equivalents - Civilian	9.1	12.0	11.0	**10.7**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	9.1	12.0	11.0	**10.7**
	Full-Time Equivalents - Overtime	0.1	0.0	0.0	**0.2**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.

City Secretary
Current Budget vs Actual Expenditures



Division Summary

Fund Name : General Fund
Business Area : City Secretary
Fund No. /Bus Area No. : 1000 / 7500

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
CSC - City Secretary 750001						
The official custodian of all papers and records of city council proceedings of the City, with power to make certificates of the proceedings. Prepare minutes and motions in final form, process ordinances, resolutions, and receive vendor bid proposals.	9.1	684,768	11.0	853,609	**10.7**	**888,604**
Total	**9.1**	**684,768**	**11.0**	**853,609**	**10.7**	**888,604**

FINANCE

Department Description and Mission

The Finance Department's mission is to safeguard the fiscal integrity of the City, its component units, and other dependent entities, and enable other City stakeholders to do the same. We will achieve the mission in the next three years by meeting strategic objectives and achieving goals.

The Finance Department's strategic objectives are to:

- Promote fiscal responsibility.
- Provide high-quality financial services and information to the Mayor's Office, City Council, City departments and citizens.
- Improve process execution internally and citywide .
- Engage staff and provide them the resources they need to get the job done.

Three year goals include:

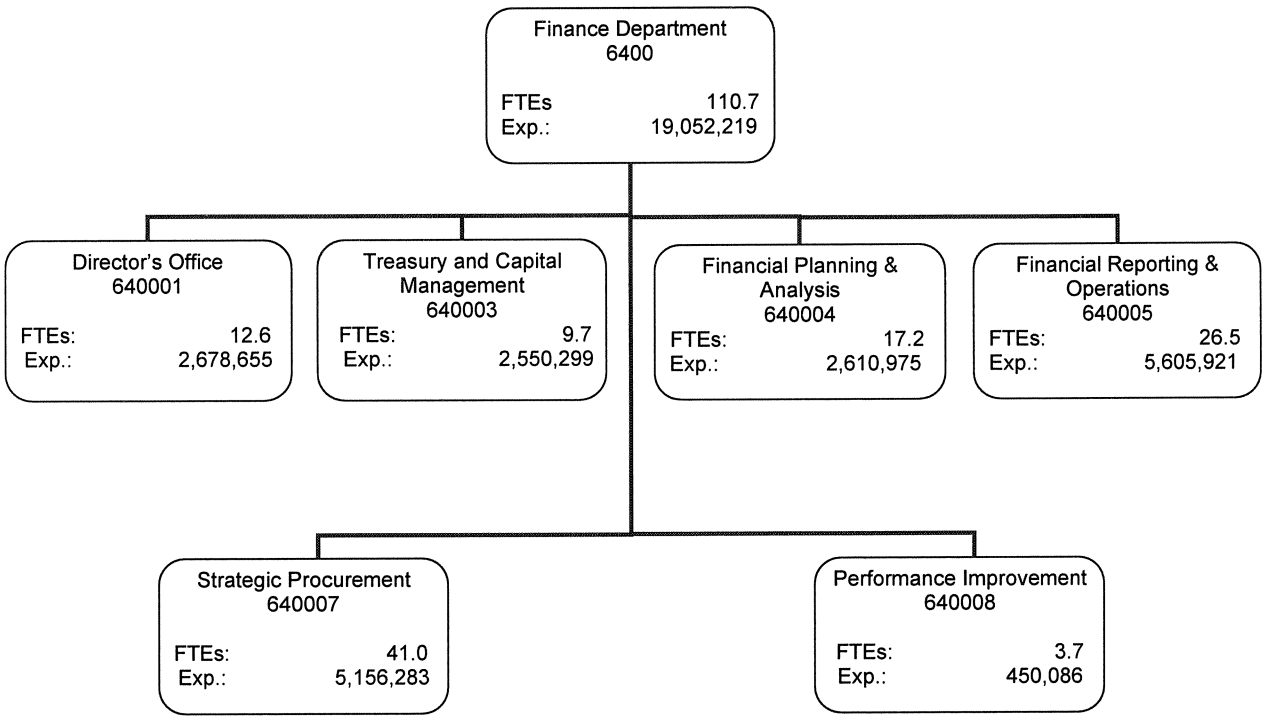
- Promote fiscal responsibility
  - Encourage and enable compliance with the City's Financial Policies.
  - Increase collection rates on accounts receivable.
  - Achieve zero findings in annual external audit of the City.
  - Implement performance-based budgeting citywide.
  - Complete in-depth budget reviews on all city departments.

- Provide high-quality financial services and information to the Mayor's Office, City Council, City departments and citizens
  - Develop structurally-balanced operating and capital budget proposals for the Mayor that maximize City resources and promote the Administration's priorities .
  - Work with operating departments to create efficiencies by centralizing financial work functions.
  - Ensure City Council access to high-quality administrative services, and timely and helpful information in support of their role as elected officials.
  - Produce meaningful and useful strategy, planning, budgeting, reporting, and administrative support according to 95% of council members, staff, and members of the Mayor's administration.

- Improve process execution internally and citywide
  - Document controls, written procedures, instruction manuals, training curriculum, and metrics/goals for all remaining financial management and procurement processes.
  - Create a data warehousing environment for operational and financial data that enables citywide access to useful business intelligence and analytics, and external access to open data.
  - Promote and advance the Lean Six Sigma process improvement program such that every City department is in a mode of continuous improvement.
  - Implement new financial forecasting, budgeting, and reporting software system.
  - Identify and achieve savings through procurement, active cost management and business process improvements.

- Engage staff and provide them the resources they need to get the job done
  - Expand employee opportunities to develop professionally and advance in responsibility and compensation.
  - Provide staff the resources and/or time such that 75% of our employees have certification specific to their area of expertise or a post-graduate degree.
  - Improve employee engagement scores.
  - Provide employees and managers with constructive 360 degree performance assessments to assist in professional development.

Department Organization



Business Area Budget Summary

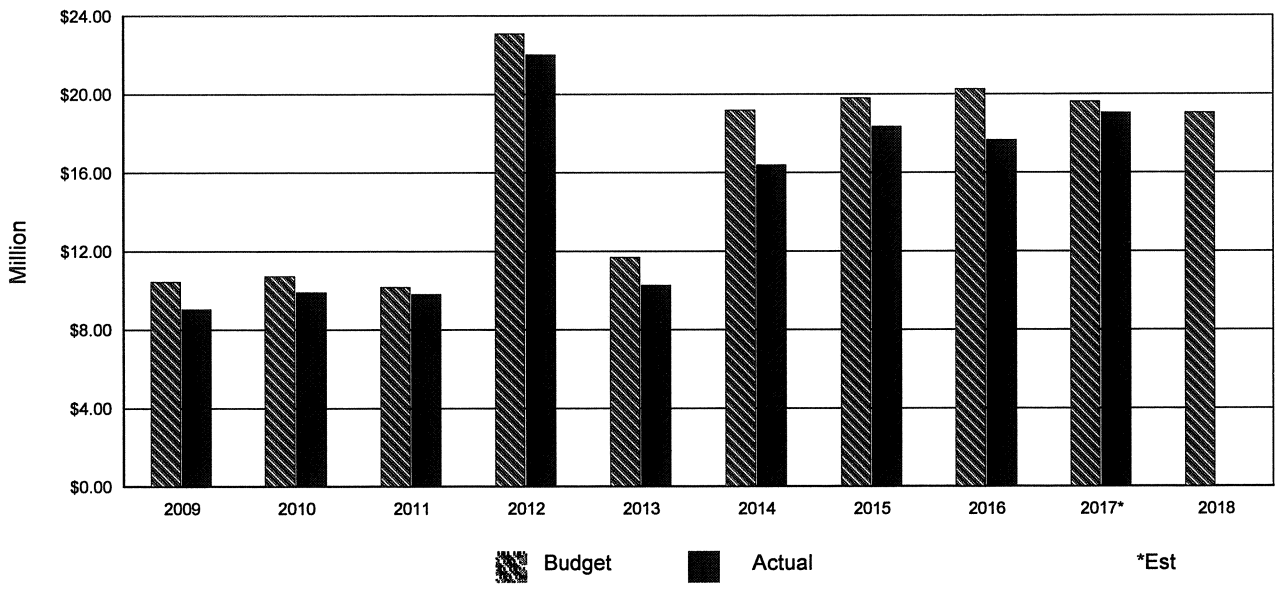
Fund Name : General Fund
Business Area : Finance Department
Fund No. /Bus. Area No. : 1000 / 6400

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	13,104,670	14,179,336	13,189,614	**13,640,942**
	Supplies	79,343	84,768	83,529	**96,099**
	Other Services and Charges	4,458,216	5,359,402	5,779,701	**5,313,678**
	Equipment	14,713	1,500	1,500	**1,500**
	Total M & O Expenditures	17,656,942	19,625,006	19,054,344	**19,052,219**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	17,656,942	19,625,006	19,054,344	**19,052,219**
Revenues		1,761,076,348	1,769,506,747	1,801,946,853	**1,814,808,774**
Staffing	Full-Time Equivalents - Civilian	105.8	116.4	106.6	**110.7**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	105.8	116.4	106.6	**110.7**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- The FY2018 Budget includes a reduction of $726,149 for department savings initiatives.

Finance Department
Current Budget vs Actual Expenditures



Business Area Performance Measures

Fund Name : General Fund
Business Area : Finance Department
Fund No. /Bus. Area No. : 1000 / 6400

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Audit Findings	1	0	0	0
Average Days from Purchase Requisition to Purchase Order	5.8	6.0	5.1	5.0
Average Days to Procurement (MOU to Council Award)	121	105	129	105
City Contracts with Negotiated Early Payment Discounts	3.1%	3.0%	3.3%	3.0%
Citywide General Fund Expenditures Adopted Budget vs Actual Utilization	98%	98%	99%	98%
Citywide General Fund Revenues Adopted Budget vs Actual Utilization	100%	100%	101%	100%
Compliance Rate with City Financial Policies	NA	90%	86%	90%
Debt Service Expenditures as % of General Fund Revenues	15%	13%	13%	16%
Grants Budget Growth	NA	25%	25%	27%
Unassigned Fund Balance as % of General Fund Expenditures less Debt Service and PAYGO	12.0%	9.5%	11.0%	9.3%
Variance of Monthly Sales Tax Revenue Forecast to Actual (benchmark: 3 yr avg = 4.5%)	7.02%	4.00%	1.02%	.92%
Variance of Property Tax Collection Rate Forecast to Actual	1.4%	1.0%	2.2%	1.7%
Expenditures Adopted Budget vs Actual Utilization	86%	98%	97%	98%
Revenues Adopted Budget vs Actual Utilization	96%	100%	102%	100%

Division Summary

Fund Name : General Fund
Business Area : Finance Department
Fund No. /Bus Area No. : 1000 / 6400

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Director's Office 640001 Promotes financial and strategic policies and the financial health of the City of Houston. In alignment with the departmental mission to serve the citizens of Houston and City Council, the Director's Office is committed to providing superior financial services through prudent and efficient management of the City's financial affairs.	14.2	2,447,962	13.3	2,658,974	**12.6**	**2,678,655**
Treasury and Capital Management 640003 The division serves the citizens of Houston by providing cost-efficient debt management services, managing the City's Capital Improvement Plan, monitoring the various capital budgets and spending, managing the City's merchant service contract, forecasting and modeling tax revenues, and ensuring compliance with the Truth in Taxation requirements.	10.8	2,650,573	11.3	2,639,398	**9.7**	**2,550,299**
Financial Planning & Analysis 640004 The primary responsibility of this division is to develop and manage the City's Operating Budget and the Five Year Plan. Provides effective financial planning to promote fiscal responsibility and financial health to the City of Houston. Supports citywide inititives to move toward evidence, based decision-making through the use of data and analytics tools.	13.9	1,965,373	15.3	2,430,130	**17.2**	**2,610,975**
Financial Reporting & Operations 640005 The division is responsible for directing the financial reporting and operations functions including grants and trust management, internal controls, and disaster recovery resulting in efficient and accurate outcomes and ensuring compliance with standards, laws, and regulations. Coordinates the Comprehensive Annual Financial Report (CAFR) and Single Audit Report (SAR) for the administration.	21.9	4,490,942	24.9	6,121,112	**26.5**	**5,605,921**
Strategic Procurement 640007 Manages citywide procurement of goods and services applying best practices that are consistent with applicable City policies and procedures and the State of Texas Bid Laws. Designs, develops, and implements sustainable process improvements in all facets of the procurement process and raises the talent workbench through training and development of all COH procurement personnel.	39.9	4,846,486	39.0	4,851,426	**41.0**	**5,156,283**

Division Summary

Fund Name : **General Fund**
Business Area : **Finance Department**
Fund No. /Bus Area No. : **1000 / 6400**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Performance Improvement 640008						
Leads financial and operational performance improvement projects to increase revenues, optimize expenditures, and improve operational effectiveness.	5.1	1,255,606	2.8	353,304	**3.7**	**450,086**
Total	**105.8**	**17,656,942**	**106.6**	**19,054,344**	**110.7**	**19,052,219**

Business Area Revenues Summary

Fund Name : General Fund
Business Area : Finance Department
Fund No./Bus. Area No. : 1000 / 6400

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
General Property Taxes	1,098,663,951	1,133,190,875	1,158,377,116	**1,165,657,227**
Sales Taxes	640,476,181	615,000,000	621,000,000	**627,000,000**
Charges for Services	10,800	0	0	**0**
Direct Interfund Services	16,080	15,000	15,000	**15,000**
Other Fines and Forfeits	115,855	38,400	40,686	**56,500**
Interest	3,699,893	3,000,000	4,000,000	**3,000,000**
Miscellaneous/Other	1,822,385	1,353,700	1,605,279	**1,666,617**
Other Tax	16,271,203	16,908,772	16,908,772	**17,413,430**
Grand Total Revenues	**1,761,076,348**	**1,769,506,747**	**1,801,946,853**	**1,814,808,774**

HOUSTON INFORMATION TECHNOLOGY SERVICES

Department Description and Mission

The Information Technology Department (ITD) was created in 2002 to improve technology utilization throughout the city by using proven and emerging strategies to reduce cost, build efficiencies and improve citizen services while maintaining a secure environment with improved uptimes. On October 17, 2012, City Council approved Ordinance 2012-0908 pertaining to affairs with ITD. This ordinance also authorized the official department name change to "Houston Information Technology Services" (HITS).

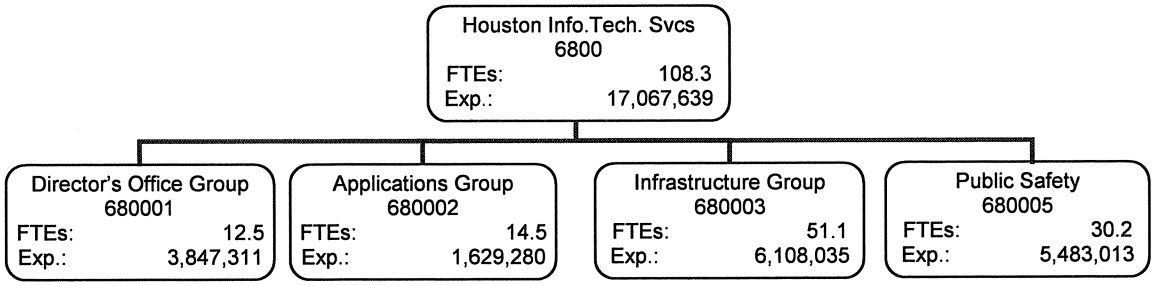
Department Short Term Goals

- Engage to enable HITS to become a partner of choice;
- Create a resilient, scalable and agile IT infrastructure;
- Transform our IT workforce;
- Improve the overall management of IT services;
- Protect City information and data; and
- Enhance citizen engagement.

Department Long Term Goals

- Continue organizational change management inside the HITS department to extend the focus on service delivery and customer satisfaction;
- Implement service delivery processes that are documented, measurable and repeatable;
- Significantly improve reliability and stability of email, network, data centers, call contact centers and applications;
- Revise and adopt IT Continuous Planning as part of the IT Governance Process for IT Investment & Prioritization;
- Consolidate IT services throughout the City to build consistency and efficiency with regard to technology and spend; and
- Consistently deliver innovative solutions to meet business requirements while minimizing operating expense.

Department Organization



Business Area Budget Summary

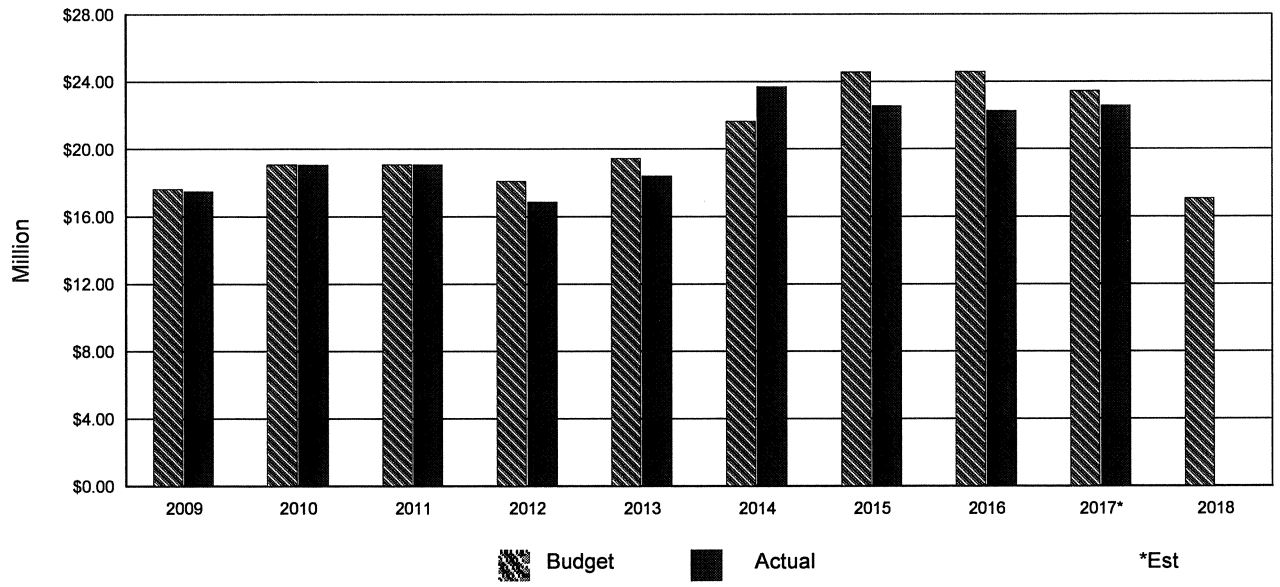
Fund Name : General Fund
Business Area : Houston Information Technology Services
Fund No. /Bus. Area No. : 1000 / 6800

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	17,177,727	18,034,252	17,083,331	**12,130,271**
	Supplies	469,940	507,731	514,479	**488,141**
	Other Services and Charges	4,622,520	4,873,486	4,943,857	**4,449,227**
	Equipment	3,796	34,922	34,042	**0**
	Total M & O Expenditures	22,273,983	23,450,391	22,575,709	**17,067,639**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	22,273,983	23,450,391	22,575,709	**17,067,639**
Revenues		1,015,253	1,681,344	1,681,344	**1,868,256**
Staffing	Full-Time Equivalents - Civilian	154.6	158.5	149.0	**108.3**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	154.6	158.5	149.0	**108.3**
	Full-Time Equivalents - Overtime	2.2	1.1	1.3	**1.9**

Significant Budget Changes and Highlights

- FY2018 Budget provides funding of health benefits, pension contribution and municipal employees contractual pay increases.
- To properly align resources to ensure better service delivery and to reflect a more accurate service cost, the following services were transferred to the Central Services Revolving fund in FY2018: Project Management Office, Municipal Court Support, Enterprise Geographical Information Services (EGIS) and Enterprise Resource Planning (ERP).

Houston Information Technology Services
Current Budget vs Actual Expenditures



Business Area Performance Measures

Fund Name : General Fund
Business Area : Houston Information Technology Services
Fund No. /Bus. Area No. : 1000 / 6800

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
311 Citizen Service Center Availibility during Operational Hours	N/A	N/A	N/A	100%
Citywide Radio System Availability Management	99.9%	99.9%	99.9%	99.9%
Expenditures Adopted Budget vs Actual Utilization	92%	98%	97%	98%
Revenues Adopted Budget vs Actual Utilization	118%	100%	100%	100%

Division Summary

Fund Name : General Fund
Business Area : Houston Information Technology Services
Fund No. /Bus Area No. : 1000 / 6800

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
HITS - Director's Office Group 680001						
Citywide IT oversight, administrative support in financial analysis and reporting, cost accounting, capital planning, project staffing, funds management, asset management, procurement, contract compliance, open records and accounts payable.	15.2	3,351,249	12.0	4,211,217	**12.5**	**3,847,311**
HITS - Applications Group 680002						
Provides application support and IT solutions for business processes for City departments; responsible for implementing and supporting commercial off the shelf applications like 3 1 1, Fleet, Infor IPS, the Contact Center, etc.; and provides helpdesk/field support for citywide applications.	28.0	5,265,328	43.9	6,283,676	**14.5**	**1,629,280**
HITS - Infrastructure Group 680003						
Provides foundational support of enterprise systems and end user computing. Manages and supports telecommunications (network voice and data, mobile devices, internet and intranet access, and remote connectivity). Manages and supports physical, virtual and cloud based server platforms for storage systems, data center facilities, e-mail, communication systems, and system management tools.	66.4	6,827,520	60.1	6,765,052	**51.1**	**6,108,035**
HITS - Public Safety 680005						
Responsible for the operation and maintenance of the City's public safety radio system. These systems must provide uninterrupted communications for our first responders where they need it, when they need it. Also, responsible for maintaining interoperability with other City, County, Region, State, and Federal first responder agencies.	31.3	5,195,144	33.0	5,315,764	**30.2**	**5,483,013**
HITS - Client Solutions 680006						
Provides system administration for the court's information system, application support, field services, data management, business analysis, and IT-related administrative support. This division was reassigned to other divisions in FY2016.	0.0	69,436	0.0	0	**0.0**	**0**

Division Summary

Fund Name : General Fund
Business Area : Houston Information Technology Services
Fund No. /Bus Area No. : 1000 / 6800

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
HITS - Projects Group 680007						
Responsible for business continuity and the development and implementation of IT policies, procedures and standards. This division was reassigned to other divisions in FY2017.	13.7	1,565,306	0.0	0	**0.0**	**0**
Total	**154.6**	**22,273,983**	**149.0**	**22,575,709**	**108.3**	**17,067,639**

Business Area Revenues Summary

Fund Name : General Fund
Business Area : Houston Information Technology Services
Fund No./Bus. Area No. : 1000 / 6800

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Charges for Services	918,153	1,549,488	1,535,482	**1,736,400**
Direct Interfund Services	90,048	131,856	131,856	**131,856**
Miscellaneous/Other	7,052	0	14,006	**0**
Grand Total Revenues	**1,015,253**	**1,681,344**	**1,681,344**	**1,868,256**

HUMAN RESOURCES

Department Description and Mission

The Human Resources (HR) Department is a customer service driven support branch of the City of Houston that recruits highly qualified employees to serve Houston residents every day. We provide opportunities for transformational public service careers that create a meaningful impact on the job and in the community. HR embraces technology and strives for continual improvement to streamline procedures and enhance efficiency of service delivery. HR values transparency, encourages innovation, and recognizes achievement within our workforce. We support over 22,000 employees and retirees by providing comprehensive benefits and top-tier safety, wellness, and career development training.

The Human Resources Department continually reviews its commitment and progress in fulfilling the needs of our customers. We are often the first contact citizens have with municipal government. HR is also one of the first contacts of the administration and departments in initiating and accomplishing change throughout our diverse workforce. Our goal is to make every contact with the public and our employees a positive one. To the HR team, customer service comes first every day.

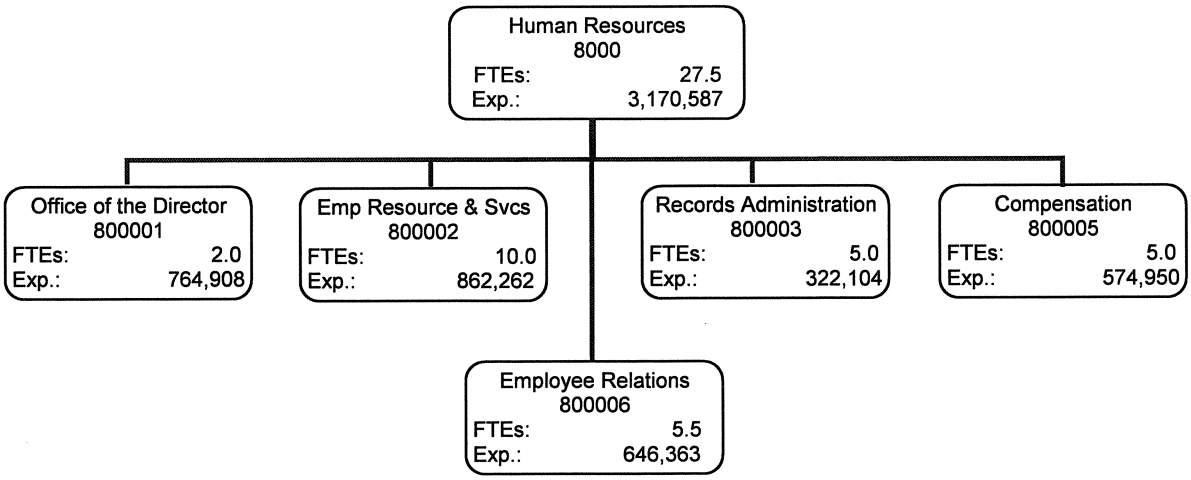
Department Short Term Goals

- To exceed customer service expectations by committing to our shared values, while collaborating with our stakeholders to meet their business needs.
- 80% of New Hire activities completed within 30 days.
- Develop and implement turnover measurement.
- Compile and submit the EEO-4 Report to the Equal Employment Opportunity Commission. This report is collected in odd-numbered years from state and local governments.
- Participate in the negotiation process for the HOPE Meet and Confer Agreement (MCA). The current MCA is in effect through June 30, 2018.
- Update the Municipal Employee Guidebook in FY2018.
- Coordinate and facilitate the Departmental Union Representative (DUR) training program in FY2018.

Department Long Term Goals

- City of Houston Workforce staffed at a level of 80% at all times.
- Electronic recordkeeping of Civil Service, Texas Public Information Act (TPIA) requests, and grievance documents.

Department Organization



Business Area Budget Summary

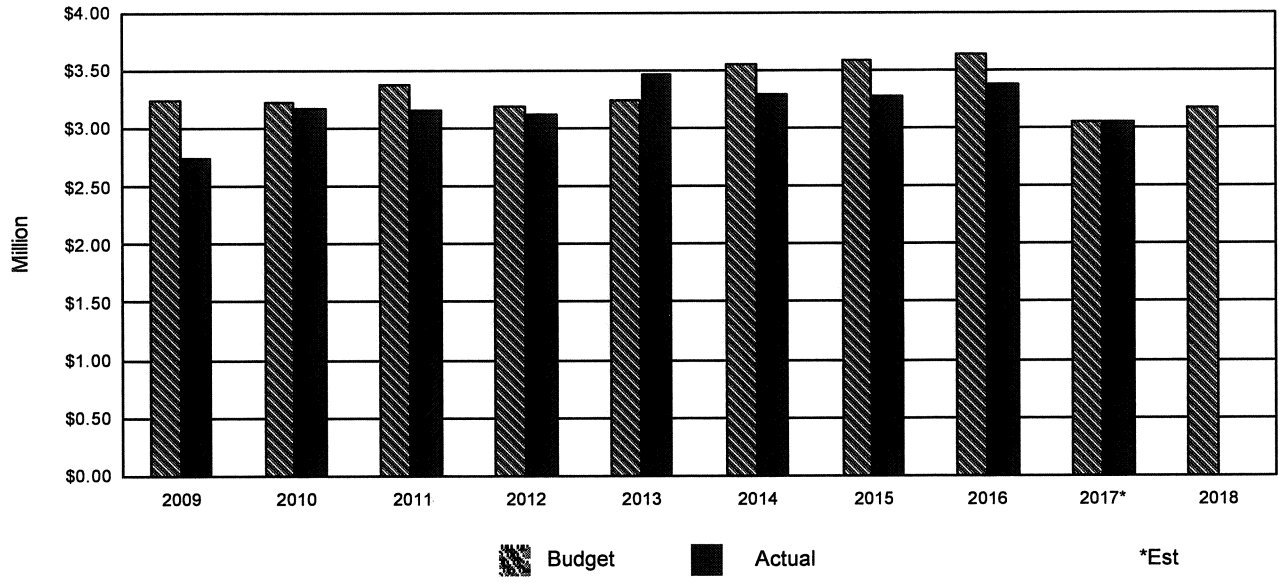
Fund Name : General Fund
Business Area : Human Resources
Fund No. /Bus. Area No. : 1000 / 8000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	2,924,005	2,646,994	2,646,994	**2,626,488**
	Supplies	36,073	26,848	29,191	**30,219**
	Other Services and Charges	396,789	377,604	376,761	**512,598**
	Non-Capital Equipment	33,020	4,622	3,122	**1,282**
	Total M & O Expenditures	3,389,887	3,056,068	3,056,068	**3,170,587**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	3,389,887	3,056,068	3,056,068	**3,170,587**
Revenues		27,699	10,000	10,686	**10,000**
Staffing	Full-Time Equivalents - Civilian	33.2	28.8	28.8	**27.5**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	33.2	28.8	28.8	**27.5**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- The FY 2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases
- The FY2018 Budget includes a reduction of $83,188 for department savings initiatives.

Human Resources
Current Budget vs Actual Expenditures



Business Area Performance Measures

Fund Name : General Fund
Business Area : Human Resources
Fund No. /Bus. Area No. : 1000 / 8000

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
1 Year Involuntary Turnover Rate	N/A	3%	3%	5%
1 Year Voluntary Turnover Rate	N/A	10%	10%	10%
90 Day Involuntary Turnover Rate	N/A	1%	1%	3%
90 Day Voluntary Turnover Rate	N/A	2%	2%	5%
Involuntary Turnover Rate	N/A	<1%	<1%	2%
Retirement Rate	N/A	2%	2%	3%
Time to Fill	N/A	70	70	62
Voluntary Turnover Rate	N/A	4%	4%	5%
Expenditures Adopted Budget vs Actual Utilization	94%	98%	100%	98%
Revenues Adopted Budget vs Actual Utilization	2,277%	100%	107%	100%

Division Summary

Fund Name : General Fund
Business Area : Human Resources
Fund No. /Bus Area No. : 1000 / 8000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Office of the Director 800001						
Guides and manages the overall provision of Human Resources (HR) services, policies, and programs for the entire city. Responsible for executive support and leadership to all of the divisions of the HR department.	1.9	632,399	1.9	624,295	**2.0**	**764,908**
Employment Resource & Services 800002						
Manages systems and processes that attract, recruit, and onboard candidates. Serves as the final hiring authority for all City of Houston departments. Ensures all personnel actions meet employment eligibility requirements and comply with federal, state, and city regulations. Tracks applicants and staffing trends, and supports City departments in meeting employment goals.	10.5	824,353	10.4	853,767	**10.0**	**862,262**
Records Administration 800003						
Official custodian of the City's approximately 40,000 personnel records (hardcopy and e-file) for all active and inactive employees. Administers the employment verification contract, ensuring vendor compliance. Ensures timely response to Texas Public Information Act (TPIA) requests, subpoenas, and social service requests.	5.5	311,365	5.0	313,686	**5.0**	**322,104**
Compensation 800005						
Plans, designs, develops and implements the City's corporate classification and compensation programs to attract, maintain and retain an experienced, competitive workforce. Ensures compliance with all applicable laws, regulations, and codes.	5.0	516,905	5.0	572,914	**5.0**	**574,950**
Employee Relations 800006						
The division handles the administrative activities of the Civil Service Commissions for municipal employees, fire fighters, and police officers. The division also promotes compliance in areas such as EEO; ADA; TPIA; related laws, policies, and procedures; union contracts; and grievance processes.	6.7	626,895	6.5	691,406	**5.5**	**646,363**

Division Summary

Fund Name : **General Fund**
Business Area : **Human Resources**
Fund No. /Bus Area No. : **1000 / 8000**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Classified Testing and Research 800007						
The HR classified Testing team supports and advises the Houston Fire and Police departments in their efforts to select and promote members. In FY2017, the division was transferred to fund 1002.	3.6	477,970	0.0	0	**0.0**	**0**
Total	**33.2**	**3,389,887**	**28.8**	**3,056,068**	**27.5**	**3,170,587**

Business Area Revenues Summary

Fund Name : **General Fund**
Business Area : **Human Resources**
Fund No./Bus. Area No. : **1000 / 8000**

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Charges for Services	10,606	10,000	10,000	**10,000**
Miscellaneous/Other	17,093	0	686	**0**
Grand Total Revenues	**27,699**	**10,000**	**10,686**	**10,000**

LEGAL
Department Description and Mission

The mission of the Legal Department is to provide the City of Houston with the highest quality municipal legal services and to facilitate the operations of the City and protect its interests. The department is organized into eight General Fund and three Property and Casualty Fund operating sections to accomplish this mission. The General Fund sections include: Staff Administration, General Counsel, Municipal Prosecution, Real Estate, Neighborhood Services, Contracts, Public Works and Engineering Legal Administration and Office of Inspector General. The Property and Casualty Fund sections include: Claims and Subrogation, General Litigation and Labor, Employment and Civil Rights.

The Legal Department's work is funded primarily from the General Fund (Fund 1000) and the Property and Casualty Fund (Fund 1004). Additionally, some legal services related to workers' compensation benefits are funded out of the Workers' Compensation Fund (Fund 1011).

The central duties of the Legal Department funded from the General Fund include: the preparation of City ordinances and resolutions, research and drafting of legal opinions, preparation of contracts, bond issue representation, deed restriction enforcement, support for the dangerous buildings demolition project, prosecution of violators of City ordinances, and utility regulation. The central duties of the Property Casualty Fund sections include: the collection of revenue on past due accounts, claims resolution, personnel actions, and representing the City in tort commercial and employment litigation.

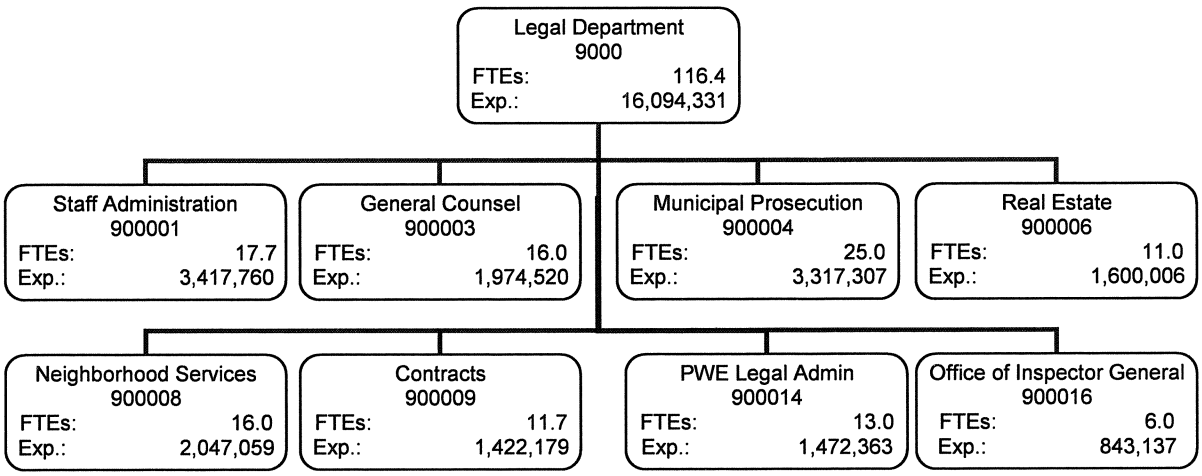
Department Short Term Goals

- Actively participate in contract negotiations with the unions that represent City employees.
- Continue addressing citizens' quality of life by handling deed restriction violations, moving to demolish dangerous buildings, and eliminating common nuisances where provided by statute.
- Update the department's webpage to provide citizens with more general information and include a FAQ component.
- Continue efforts to "go green" by migrating certain processes and procedures to more efficient and paperless technologies.

Department Long Term Goals

- Reduce turnaround time for assignments and expand use of technology to enhance efficiency of service.
- Continue to improve incentives to aid in recruiting and retaining high quality professionals.

Department Organization



Business Area Budget Summary

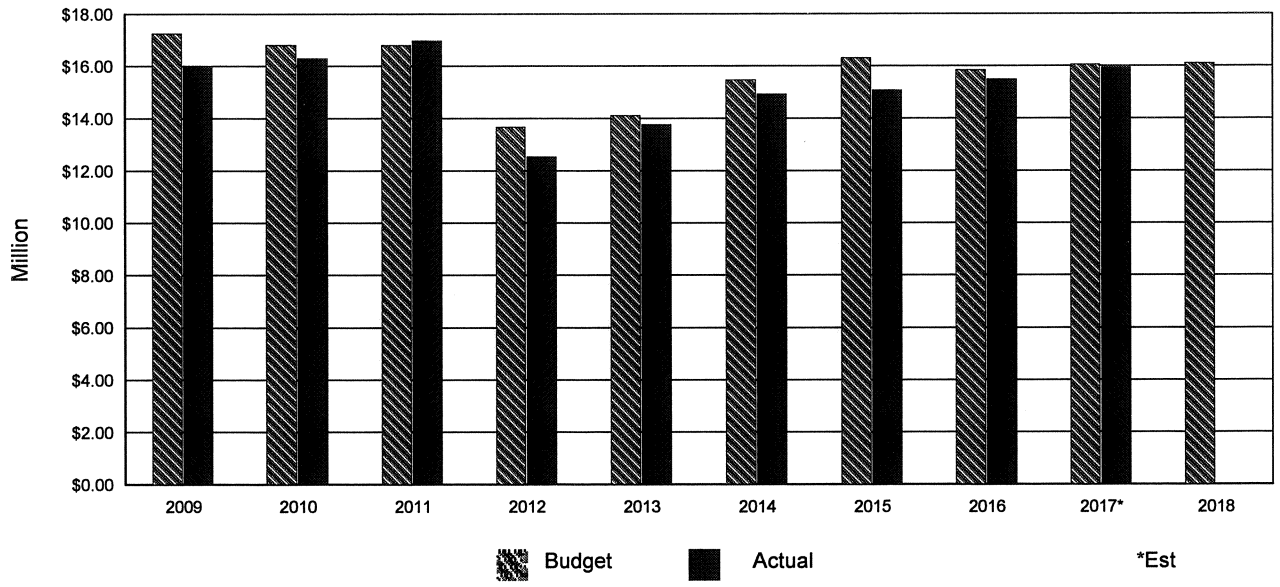
Fund Name : General Fund
Business Area : Legal
Fund No. /Bus. Area No. : 1000 / 9000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	14,584,280	14,834,581	14,724,927	**14,938,977**
	Supplies	194,555	313,120	313,102	**310,087**
	Other Services and Charges	662,370	891,813	890,580	**837,267**
	Non-Capital Equipment	44,080	6,982	6,982	**8,000**
	Total M & O Expenditures	15,485,285	16,046,496	15,935,591	**16,094,331**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	15,485,285	16,046,496	15,935,591	**16,094,331**
Revenues		1,330,360	1,424,005	1,439,991	**1,470,211**
Staffing	Full-Time Equivalents - Civilian	120.0	119.9	119.4	**116.4**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	120.0	119.9	119.4	**116.4**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contributions and municipal employees contractual pay increases.
- The FY2018 Budget includes a reduction of $547,790 for department savings initiatives.

Legal
Current Budget vs Actual Expenditures



Business Area Performance Measures

Fund Name : General Fund
Business Area : Legal
Fund No. /Bus. Area No. : 1000 / 9000

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Contracts Prepared	1,229	900	873	900
Deed Restriction Inquiries/Complaints/Opened Files	1,387	1,375	1,097	1,100
Deed Restriction Matters Closed without Litigation	797	730	651	650
Expenditures Adopted Budget vs Actual Utilization	96%	98%	99%	98%
Revenues Adopted Budget vs Actual Utilization	108%	100%	101%	100%

Division Summary

Fund Name : General Fund
Business Area : Legal
Fund No. /Bus Area No. : 1000 / 9000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
LGL - Staff Administration Section 900001 Responsible for IT, payables, receivables, budget management, facility maintenance, conference rooms, HR assistance, courthouse deliveries, copy services, assignment matter set up, archiving, library organization and management feedback.	19.9	3,432,392	17.8	3,304,411	**17.7**	**3,417,760**
LGL - General Counsel Section 900003 Prepares code amendments/ordinances, research/ prepare opinions, provides advice to City committees, handles sign code issues, ad valorem taxation, public info. requests, financial disclosure statements, Dept. of Justice submissions, subpoenas, muni. finance, legislation, elections, redistricting, annexation, utility franchise/rate setting matters, counsel regulatory boards and commissions.	14.9	1,781,467	16.0	1,930,760	**16.0**	**1,974,520**
LGL - Municipal Prosecution Section 900004 Represents the State in Municipal Courts; handles appealed cases, property disposition and tow hearings; assists citizens with direct filing of non-traffic misdemeanors; assists police and City inspectors with statutory and code enforcement and with drafting warrants; works directly with the presiding judge to solve problems and establish policy for the Municipal Courts.	26.3	3,214,741	25.5	3,274,926	**25.0**	**3,317,307**
LGL - Real Estate Section 900006 Provides legal services/draft ordinances, contracts, opinions, title reports and other documents relating to buying/selling/leasing/abandoning real estate, eminent domain proceedings, environmental and land development regulation, economic incentives and federal/state grant programs.	12.0	1,533,242	11.8	1,684,922	**11.0**	**1,600,006**
LGL - Neighborhood Services Section 900008 Enforces deed restrictions, responds to citizen complaints and Council and Mayor inquiries, files lawsuits, provides title work for Inspections and Public Service and deed restriction matters, attends dangerous building hearings, investigates Texas Alcohol Beverage Commission complaints, enforces sexually - oriented business ordinances and statutes, attends public hearings.	17.2	2,116,004	18.0	2,093,838	**16.0**	**2,047,059**
LGL - Contracts Section 900009 Responsible for preparing, reviewing, negotiating City contracts, drafting budget and appropriation ordinances and opinions, researching and issuing bid irregularity opinions, handles McGregor Act claims and grants greater than $400,000.	10.8	1,339,171	11.8	1,488,506	**11.7**	**1,422,179**

Division Summary

Fund Name : General Fund
Business Area : Legal
Fund No. /Bus Area No. : 1000 / 9000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
LGL - PWE Legal Administration Section 900014						
Captures the personnel costs in the Real Estate, Contracts and Labor, Employment and Civil Rights Sections; provides services exclusively for PWE.	11.2	1,150,946	12.5	1,322,565	**13.0**	**1,472,363**
LGL - Office of Inspector General Section 900016						
Investigates alleged violations by City employees (excluding employees of HPD), elected officials, Mayoral appointees, vendors and contractors of state or federal laws, City Charter provisions, City Ordinances, City Council Code of Conduct, Executive Orders, Administrative Procedures. Ombudsman for citizens with allegations of police misconduct; consults with Independent Police Oversight Board.	7.7	917,322	6.0	835,663	**6.0**	**843,137**
Total	**120.0**	**15,485,285**	**119.4**	**15,935,591**	**116.4**	**16,094,331**

Business Area Revenues Summary

Fund Name : General Fund
Business Area : Legal
Fund No./Bus. Area No. : 1000 / 9000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Charges for Services	1,600	700	700	**700**
Direct Interfund Services	1,292,619	1,403,205	1,300,180	**1,444,411**
Miscellaneous/Other	36,141	20,100	139,111	**25,100**
Grand Total Revenues	**1,330,360**	**1,424,005**	**1,439,991**	**1,470,211**

MAYOR'S OFFICE

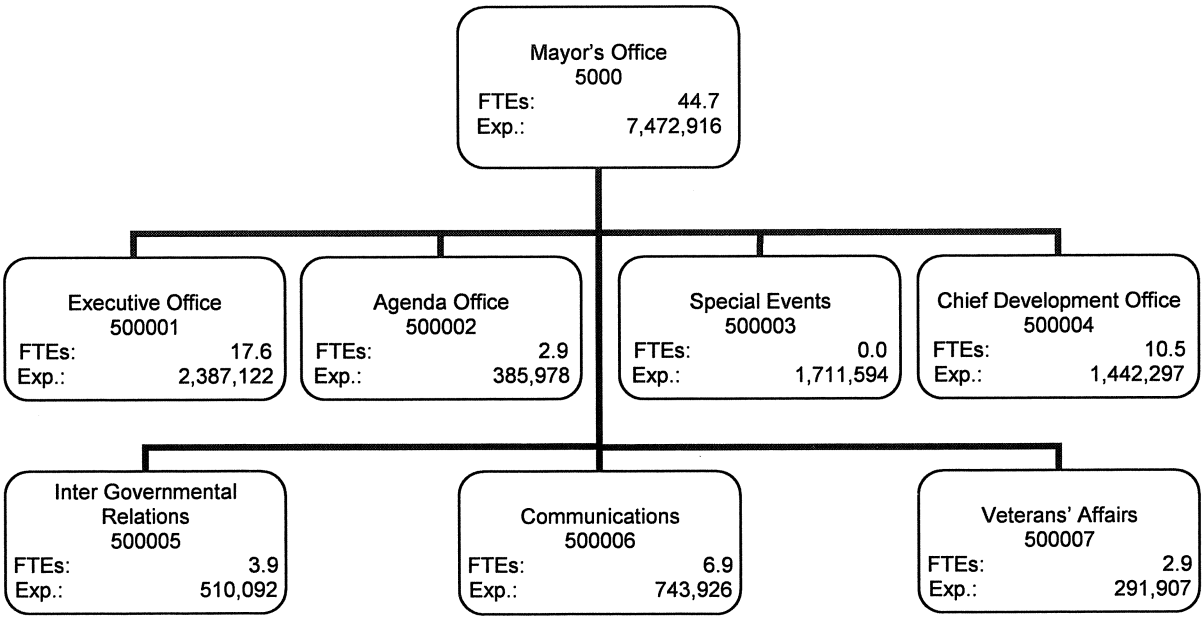
Department Description and Mission

The Mayor of Houston is designated by City Charter as the Chief Executive Officer of the City. The Mayor's Office directs, monitors and coordinates the service delivery and work product of all City departments.

The Mayor's responsibilities include the following:

- Overall City policy development and coordination.
- Directing and monitoring all City services, focusing on efficient and responsive delivery of those services.
- Directing management of the City's fiscal policy.
- Responding to information and service inquiries by the public.
- Responding to information inquiries by the press.
- Analysis of legislative issues that affect City government at the state and federal level.
- Promoting and encouraging economic development as a source of fiscal strength for the community.
- Protecting and bettering Houstonians' quality of life.
- Providing constituency services to the citizens of Houston.
- Representing the City's interests in international trade development.
- Improving mobility by directing regional transportation policies.
- Directing infrastructure and environmental policies.
- Directing the City's boards and commissions.
- Directing supervision of the Homeland Security Department.
- Directing the agenda for council and presiding over City Council meetings.

Department Organization



Business Area Budget Summary

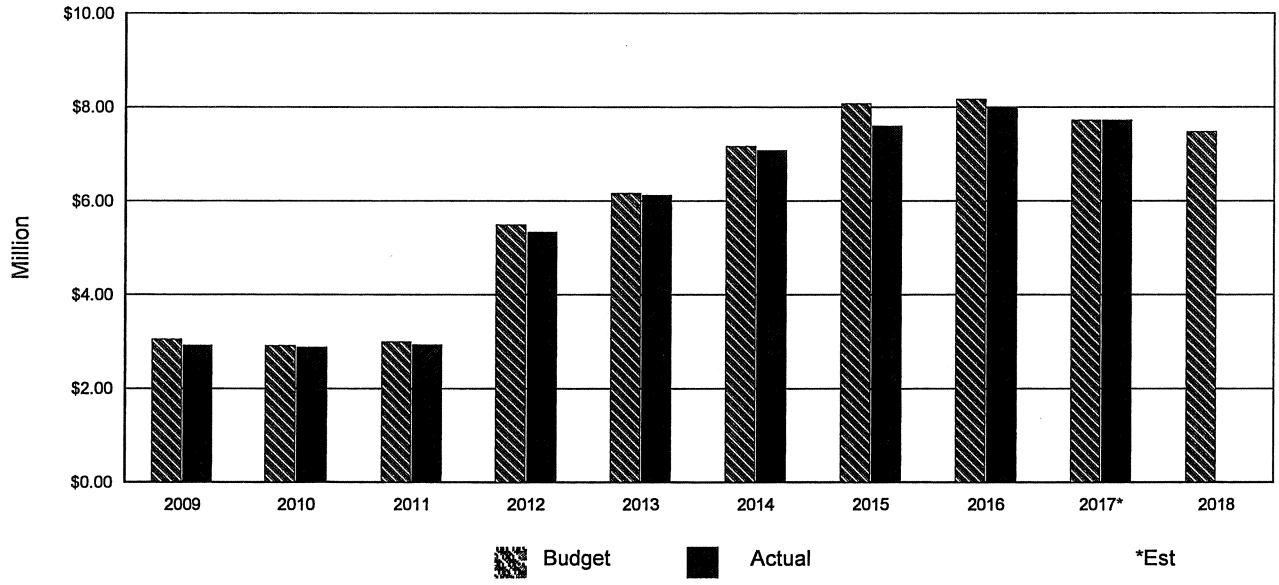
Fund Name : General Fund
Business Area : Mayor's Office
Fund No. /Bus. Area No. : 1000 / 5000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	5,653,168	5,347,444	5,347,444	**5,256,344**
	Supplies	35,762	51,934	51,934	**37,129**
	Other Services and Charges	624,939	606,493	606,493	**467,849**
	Total M & O Expenditures	6,313,869	6,005,871	6,005,871	**5,761,322**
	Debt Service & Other Uses	1,686,120	1,711,594	1,711,594	**1,711,594**
	Total Expenditure	7,999,989	7,717,465	7,717,465	**7,472,916**
Revenues		21,754,747	20,483,724	19,281,512	**18,880,450**
Staffing	Full-Time Equivalents - Civilian	49.5	45.7	45.7	**44.7**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	49.5	45.7	45.7	**44.7**
	Full-Time Equivalents - Overtime	0.0	0.5	0.5	**0.0**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits and pension contribution.
- The FY2018 Budget includes a reduction of $222,238 for department savings initiatives.

Mayor's Office
Current Budget vs Actual Expenditures



Division Summary

Fund Name : General Fund
Business Area : Mayor's Office
Fund No. /Bus Area No. : 1000 / 5000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Executive Office 500001						
Provides support functions necessary to fulfill the chartered requirements of the Mayor and oversees departmental activity. Provides timely and effective customer service to the public and City of Houston departments.	17.0	2,693,061	17.6	2,361,444	**17.6**	**2,387,122**
Agenda Office 500002						
Assists departments with creation and routing of agenda items in the electronic agenda system, reviews agenda items and coordinates their placement on the City Council agenda, assists City Secretary with posting of weekly agendas, manages communication of item details to Council and the public, and staffs the Mayor during Council meetings.	3.0	374,166	2.9	398,312	**2.9**	**385,978**
Special Events 500003						
Produces, co-produces, and permits events that enhance the image of the City and highlights Houston's diverse culture.	0.0	1,686,120	0.0	1,711,594	**0.0**	**1,711,594**
Chief Development Office 500004						
Promotes economic and community development through the use of a variety of tools. Develops, implements, and manages citywide policies and procedures for economic and community development programs such as Tax Increment Reinvestment Zones (TIRZ), tax abatements, the Land Assemblage Redevelopment Authority (LARA), and other innovative programs. Oversees the Mayor's Office of Trade and International Affairs and the Mayor's Homeless Initiatives.	13.0	1,528,522	11.5	1,577,487	**10.5**	**1,442,297**
Inter Government Relations 500005						
Provides effective counsel and advocacy for the Mayor's policies and city operations before the federal and state government. Develops strategies to optimize the City's position, and carry out its agenda to protect the City's and community's interests. Serves as the City's central source of contact with public policy makers and government officials.	4.0	270,971	3.9	628,285	**3.9**	**510,092**

Division Summary

Fund Name : General Fund
Business Area : Mayor's Office
Fund No. /Bus Area No. : 1000 / 5000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Communications 500006						
Directs messaging strategy, manages all aspects of Mayor's Office of Communications and communications operations at the departmental level.	7.0	820,872	6.9	746,558	**6.9**	**743,926**
Veterans' Affairs 500007						
Provides central coordination and support for Veterans service organizations in Houston. Assists Veterans and their families by providing guidance on health & education benefits, housing, employment, and other areas. Represents the Mayor and City of Houston at events. Serves as liaison to the VA Department (federal) and other governmental agencies serving veterans and the military.	3.0	273,044	2.9	293,785	**2.9**	**291,907**
Cultural Affairs 500008						
Develops policies, oversees contracts for grants and cultural services, facilitates Civic Art, temporary art, donations to the City collection, community murals and special projects. In FY2017, this division is reported in Tourism Promotion Special Revenue Fund.	2.5	353,233	0.0	0	**0.0**	**0**
Total	**49.5**	**7,999,989**	**45.7**	**7,717,465**	**44.7**	**7,472,916**

Business Area Revenues Summary

Fund Name : **General Fund**
Business Area : **Mayor's Office**
Fund No./Bus. Area No. : **1000 / 5000**

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Industrial Assessment	19,238,671	18,042,943	18,322,159	**17,917,043**
Licenses and Permits	55,000	0	0	**4,000**
Direct Interfund Services	(217,202)	0	0	**0**
Miscellaneous/Other	2,461,076	2,440,781	959,353	**959,407**
Other Resources	217,202	0	0	**0**
Grand Total Revenues	**21,754,747**	**20,483,724**	**19,281,512**	**18,880,450**

OFFICE OF BUSINESS OPPORTUNITY

Department Description and Mission

The mission of the Office of Business Opportunity (OBO) is to create a competitive and diverse business environment in the City of Houston by promoting the growth and success of local small businesses by ensuring their meaningful participation in the government procurement process. Historically, underutilized groups receive special emphasis.

The vision for OBO is to achieve program success by leveling the playing field for all city and local businesses regardless of race or gender, and by obliterating internal and external barriers in contracting. This can be achieved by attracting qualified candidates, administering a reputable certification and Hire Houston First designation process, providing unparalleled service delivery, ensuring that prime contractors consistently meet and exceed utilization goals on contracts, providing small business development services and capacity building programs, as well as tracking progress towards departmental goals through metrics.

The primary services offered by OBO include the following:

Certification and Designation Division: Certifies businesses for participation on City and federally funded projects. Certifications includes Minority, Women, Small Business Enterprises, and Persons with Disabilities Business Enterprises (MWSBE and PDBE), as well as Disadvantaged Business Enterprises (DBE). They are collectively "certified firms", as a result of their certification; these businesses may be eligible to participate for goal credit on goal-oriented and regulated City contracts. The Certification and Designation Division also designates businesses as a part of the Hire Houston First Program, so that they may be eligible for a local preference in the awarding of City contracts.

Contract Compliance Division: Enforces local and federal labor standards requirements on contracts in addition to monitoring contracts to ensure that good faith efforts are made to meet MWBE and DBE goals.

Department Services: Evaluates MWBE goal waivers, proposed contract goals, and pre-award MWBE participation plans. This unit assists departments with setting contract-specific goals based on market availability of certified firms and divisible work in each project. Facilitates the Department Services Training Institute, which provides departments with information about common compliance issues and best practices. The unit further provides periodic training to the contracting community.

External Affairs and OBO Solutions Center: Raises awareness of OBO services and City contracting opportunities through regular presentations to the public at targeted events, quarterly newsletters and regular email notifications. This unit provides one-on-one business development assistance to certified firms. The OBO Solutions Center, with the assistance of community partners, provides free assistance, counseling, financial advice, business resource guides and business training workshops to entrepreneurs or businesses in all stages of development.

Turnaround Houston Initiative: The Office of Business Opportunity assembled an internal task force that is charged with coordinating resources for chronically unemployed and formerly incarcerated individuals. As a part of the Turnaround Houston Initiative, OBO coordinates resources fairs, connects individuals to wrap-around services, facilitates legal clinics, and provides entrepreneurial assistance.

Department Short Term Goals

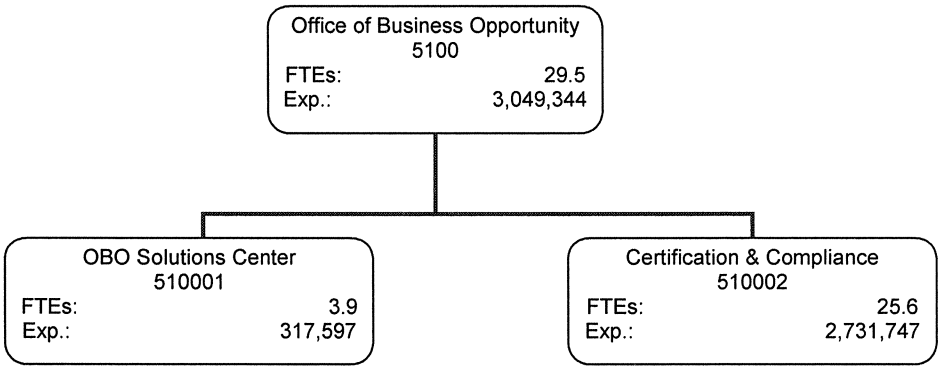
- Update internal policies and procedures to include current and best practices.

- Enhance existing capacity building initiatives.
- Increase program visibility through aggressive marketing and outreach efforts.
- Encourage the use of the online certification application process to improve efficiency.
- Engage all necessary internal and external partners/stakeholders to conduct a disparity study in the area of professional services, goods & non-professional services and construction.
- Expand the annual Liftoff Houston Business Plan Competition, in its fifth year, to include some online workshop offerings in various topics.
- Revamp the Turnaround Houston Initiative to increase its efficacy and reach in the communities targeted.

Department Long Term Goals

- Use current technology to:
    - Significantly reduce our carbon footprint in our Certification and Contract Compliance areas.
    - Create efficiencies in work performance and leverage full reporting capabilities.
- Explore whether nominal fees should be charged to businesses for our services (e.g., local certification application and/or recertification).

Department Organization



Business Area Budget Summary

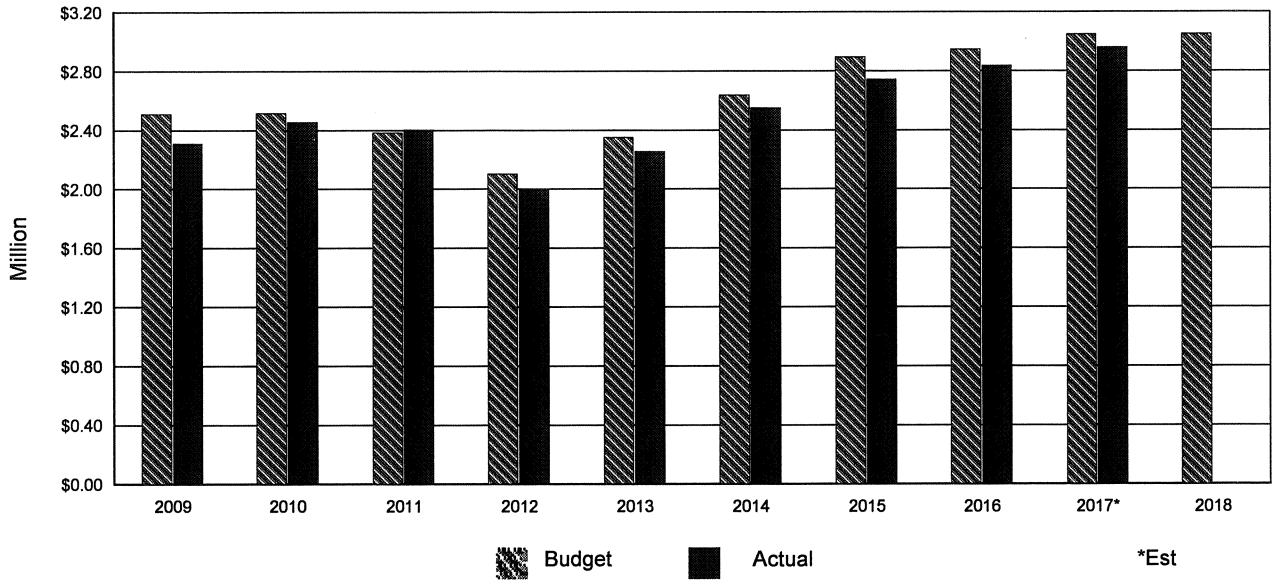
Fund Name : General Fund
Business Area : Office of Business Opportunity
Fund No. /Bus. Area No. : 1000 / 5100

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	2,490,786	2,683,581	2,593,385	**2,644,785**
	Supplies	25,172	25,088	25,272	**14,617**
	Other Services and Charges	319,436	340,107	339,922	**389,942**
	Total M & O Expenditures	2,835,394	3,048,776	2,958,579	**3,049,344**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	2,835,394	3,048,776	2,958,579	**3,049,344**
Revenues		144,095	124,835	124,935	**125,580**
Staffing	Full-Time Equivalents - Civilian	28.2	30.0	28.4	**29.5**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	28.2	30.0	28.4	**29.5**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- o The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- o The FY2018 Budget includes a reduction of $86,204 for department savings initiatives.
- o Promotes Mayoral's priorities and build out initiatives to support vendor services to include capacity building programs, technical assistance, access to City, public, and private partnerships.
- o Markets and promotes the City's new three year certification, which allows small businesses and historically underserved groups to remain certified for three years, ensuring their meaningful participation in government procurement.

Office of Business Opportunity
Current Budget vs Actual Expenditures



Business Area Performance Measures

Fund Name : General Fund
Business Area : Office of Business Opportunity
Fund No. /Bus. Area No. : 1000 / 5100

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Certification Processing Timeframe (days)	90	90	90	90
MWSBE Contract Participation - Construction	22%	34%	34%	34%
MWSBE Contract Participation - Professional Services	41%	24%	24%	24%
MWSBE Contract Participation - Purchasing	15%	11%	11%	11%
New Certified Firms	257	400	400	400
New Hire Houston First Designations	460	250	250	275
Expenditures Adopted Budget vs Actual Utilization	97%	98%	97%	98%
Revenues Adopted Budget vs Actual Utilization	118%	100%	100%	100%

Division Summary

Fund Name : General Fund
Business Area : Office of Business Opportunity
Fund No. /Bus Area No. : 1000 / 5100

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
OBO Solutions Center 510001						
The OBO Solutions Center, formerly the Houston Business Solutions Center, provides free business assistance and monitors business creation and job development by systematically tracking clients.	4.3	292,771	4.0	353,581	**3.9**	**317,597**
Certification & Compliance 510002						
The Certification and Compliance Division consists of Certification and Designation, Contract Compliance, Department Services, and Administration.	23.9	2,542,623	24.4	2,604,998	**25.6**	**2,731,747**
Total	**28.2**	**2,835,394**	**28.4**	**2,958,579**	**29.5**	**3,049,344**

Business Area Revenues Summary

Fund Name : General Fund
Business Area : Office of Business Opportunity
Fund No./Bus. Area No. : 1000 / 5100

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Charges for Services	1,034	1,000	1,000	**1,000**
Direct Interfund Services	86,705	88,935	88,935	**89,580**
Miscellaneous/Other	56,356	35,000	35,000	**35,000**
Grand Total Revenues	**144,095**	**124,935**	**124,935**	**125,580**

GENERAL GOVERNMENT

Department Description and Mission

The General Government Budget includes citywide costs that are not attributable to any single department.

Major revenue sources in General Government are the citywide reimbursement for indirect cost, Municipal Service Fees - TIRZ, one time sale of land, transfer from Parking Management Fund, and one time transfer from the Equipment Special Revenue Fund (9002).

Major expenditure items in General Government include the following:

- Payments related to Limited Purpose Annexation agreements which are offset by sales tax revenues.
- Payments related to Chapter 380 Agreements to promote economic development and stimulating business and commercial activity within the City.
- Transfer to Component Unit includes funding for the Houston Forensic Science Local Government Corporation (LGC).
- Transfer to Special Revenues includes funding sent to the Police Special Service Fund to support HPD overtime enhancement within Tax Increment Reinvestment Zones (TIRZs) which is offset by revenue from the TIRZs.
- Health benefits costs for retiree civilians.
- Tax Appraisal Fees.
- Interest related payments for Tax Revenue Anticipation Note (TRANS).
- Transfer to the Maintenance Renewal and Replacement Special Revenue Fund to improve facility maintenance.
- Citywide membership costs for organizations such as the Houston Read Commission and the U.S Conference of Mayors.
- Claims and Judgment payments related to lawsuits filed against the City.

Department Organization

General Government
9900

FTEs:	0
Exp.:	195,177,530

Business Area Budget Summary

Fund Name : General Fund
Business Area : General Government
Fund No. /Bus. Area No. : 1000 / 9900

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	11,390,101	13,223,523	13,223,523	**21,239,963**
	Other Services and Charges	109,336,666	98,376,180	98,376,180	**94,797,202**
	Total M & O Expenditures	120,726,767	111,599,703	111,599,703	**116,037,165**
	Debt Service & Other Uses	77,004,549	88,939,855	88,863,547	**79,140,365**
	Total Expenditure	197,731,316	200,539,558	200,463,250	**195,177,530**
Revenues		79,208,137	78,004,603	73,296,656	**80,217,221**
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

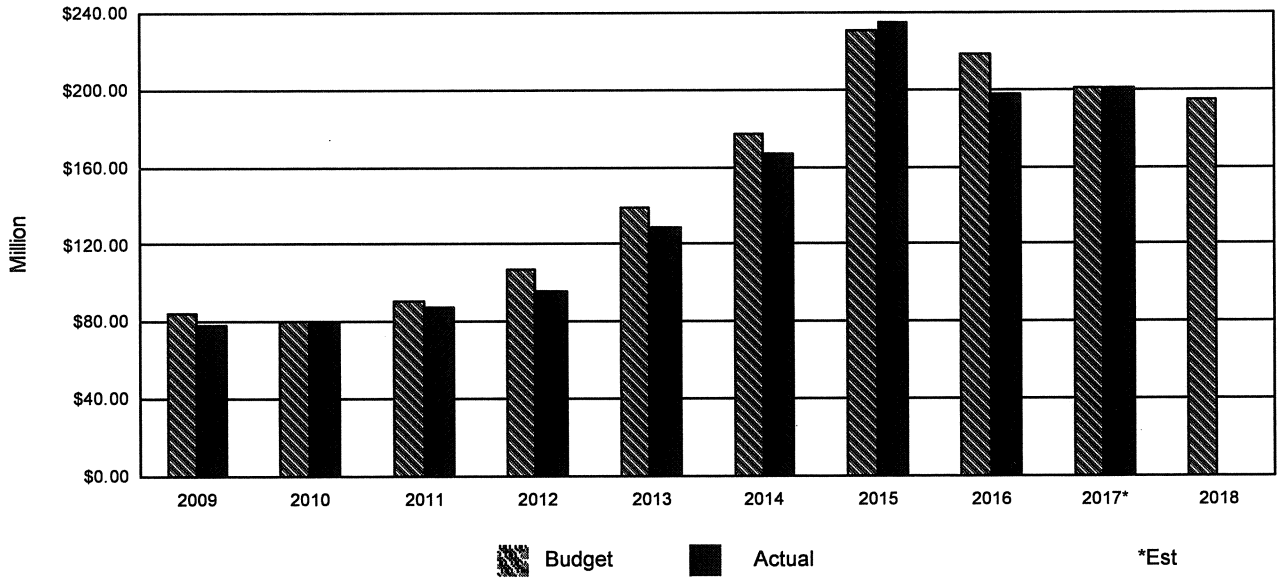
Significant Budget Changes and Highlights

The FY2018 Budget includes:

- o Limited Purpose Annexation Sales Tax payments of $53.8 million.
- o Transfer of $25.6 million to the Houston Forensic Science Local Government Corporation (LGC).
- o $23 million for 380 payments ($9.7 million Bayou Greenways 2020).
- o $20.9 million for transfer to the Maintenance Renewal and Replacement Special Revenue Fund (Fund 2105).
- o $1.6 million for Houston Recovery Center.
- o $1.5 million for the City of Houston Youth Summer Jobs Program (SJP).

The FY2018 Budget also includes a reduction of $5,576,323 for departmental savings initatives.

General Government
Current Budget vs Actual Expenditures



Business Area Revenues Summary

Fund Name : General Fund
Business Area : General Government
Fund No./Bus. Area No. : 1000 / 9900

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Electric Franchise	1,456,181	1,012,011	1,012,011	**1,434,252**
Intergovernmental	11,842,092	30,156,415	28,656,415	**28,734,412**
Charges for Services	359,270	386,272	387,142	**398,508**
Indirect Interfund Services	23,542,376	21,907,355	21,907,355	**23,238,499**
Miscellaneous/Other	9,817,143	1,960,000	6,141,183	**1,760,000**
Other Resources	32,191,075	22,582,550	15,192,550	**24,651,550**
Grand Total Revenues	**79,208,137**	**78,004,603**	**73,296,656**	**80,217,221**

GENERAL FUND DEBT SERVICE AND PAY-AS-YOU-GO CAPITAL TRANSFERS

The largest revenue source for the General Debt Service Fund is the General Fund, which transfers a portion of ad valorem taxes (property tax receipts) required for principal and interest payments on tax supported debt.

The largest revenue source for Pay-As-You-Go (PAYGO) capital transfers is ad valorem taxes and the largest recipient of funds is the Dedicated Drainage and Street Renewal Fund (DDSRF).

Business Area Budget Summary

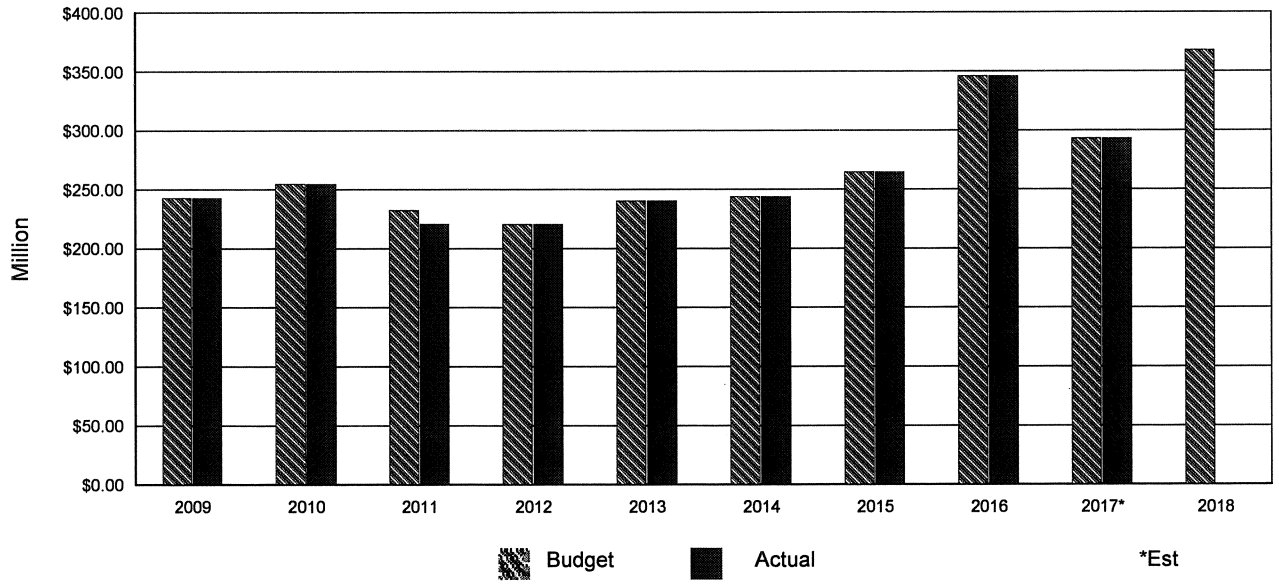
Fund Name : General Fund
Business Area : General Debt Service
Fund No. /Bus. Area No. : 1000 / 9700

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Other Adjustments	27,758,000	(23,544,022)	(23,544,022)	**0**
	Captured Revenue Transfer to DDSRF	22,288,000	34,741,000	34,741,000	**34,109,000**
	Trans to PIB Bonds Debt Service	295,954,000	281,959,000	281,959,000	**333,784,000**
	Debt Service & Other Uses	346,000,000	293,155,978	293,155,978	**367,893,000**
	Total Expenditure	346,000,000	293,155,978	293,155,978	**367,893,000**
Revenues		(943,828)	0	0	**0**
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Overtime	0	0	0	**0**

Significant Budget Changes and Highlights

- In FY2017, the City refinanced the Combined Utility System Series 2017B achieving an estimated present value savings of $6 million.
- On April 7, 2017, Moody's Investors Service took no action on the Houston (TX) General Obligation Limited Tax long-term rating at Aa3; outlook is negative.
- On March 18, 2016, Standard & Poor's downgraded the Houston (TX) General Obligation long-term rating from AA+ to AA; outlook is negative.
- On June 7, 2016, Fitch Ratings affirmed the Houston (TX) General Obligation long-term rating of AA; outlook is stable.
- The FY2018 Budget assumes the initial debt service payment on a potential $1 billion pension obligation bond issuance, which has yet to occur.

General Debt Service
Current Budget vs Actual Expenditures



ENTERPRISE FUNDS

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Dedicated Drainage & Street Renewal Fund* ..... IX - 40

Storm Water* ..... IX - 48

*The Dedicated Drainage and Street Renewal Fund and the Storm Water Fund are not technically enterprise funds, but are groupded with the Combined Utility System Funds for clarity.

AVIATION FUND

Department Description and Mission

The mission of the Houston Airport System (HAS) is to connect the people, businesses, cultures, and economies of the world to Houston.

Our vision is to establish Houston as a five-star global air service gateway where the magic of flight is celebrated.

The core values of HAS are Relationships, Innovation, Service and Excellence (R.I.S.E.).

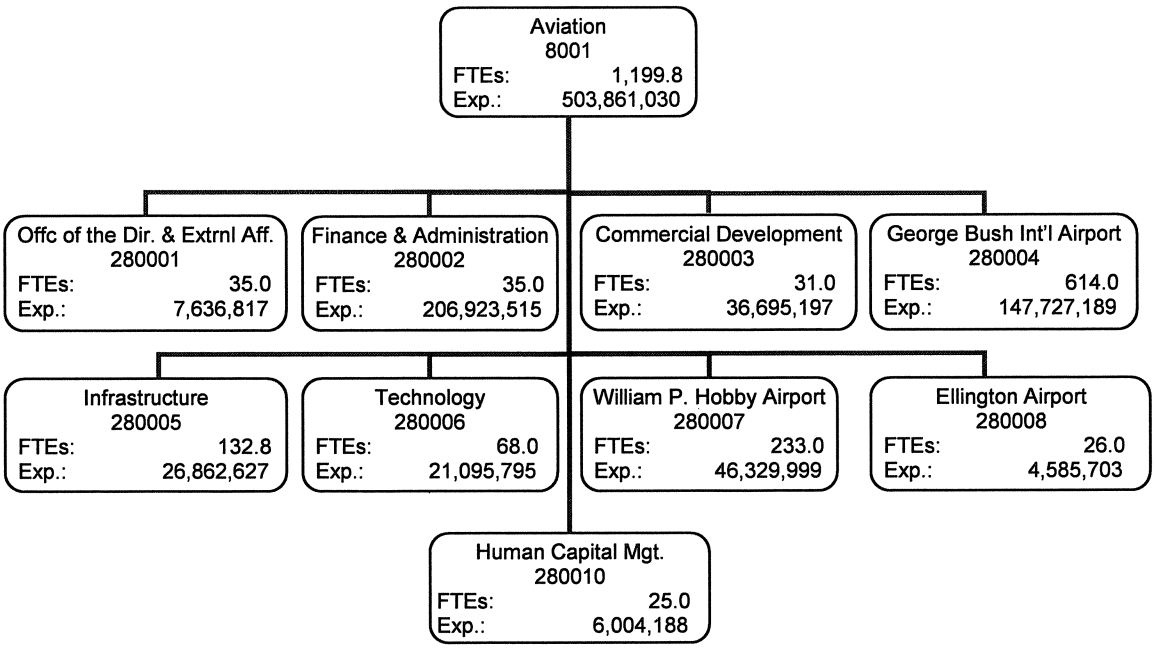
Short-Term Goals

- Upgrade wayfinding at George Bush Intercontinental Airport (IAH) in Terminals A and C as well as C/D/E Parking Garage.
- Continue installation of InFAX Smart Restroom technology at IAH and begin such installation at William P. Hobby Airport (HOU).
- Secure tenants at Ellington Airport (EFD) in support of the Houston Spaceport.
- Begin construction of new air traffic control tower at Ellington Airport (EFD).
- Complete preliminary design for the new Mickey Leland Terminal.
- Maintain actual debt service ratio of at least 1.5x. (This is the ratio of revenues available annually for debt service payments over the total debt service payment.)

Long-Term Goals

- Expand services to enhance the passenger experience with the global end of achieving Skytrax ratings of 5 stars at IAH and HOU.
- Pursue phase I development of the Houston Spaceport.
- Maintain airline cost per enplaned passenger (CPE) within levels that will keep George Bush Intercontinental Airport (IAH) and William P. Hobby Airport (HOU) competitive with peer airports.
- Enhance passenger experience and decrease environmental footprint through the reduction of shuttle bus traffic by constructing a consolidated rental car facility at HOU.
- Maintain debt service coverage ratio of at least 1.4x.

Department Organization



Fund Summary

Fund Name : HAS-Revenue Fund
Business Area : Houston Airport System
Fund No./Bus. Area No. : 8001 / 2800

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	0	0	**0**
Current Revenues	495,887,166	495,887,166	**503,861,030**
Total Available Resources	495,887,166	495,887,166	**503,861,030**
Maintenance and Operations	280,171,701	280,171,701	**310,946,353**
Debt Services	123,134,826	123,134,826	**123,311,237**
Renewal / Replacement Cap. Exps.	33,666,796	33,666,796	**20,000,000**
System Improvements	56,169,713	56,169,713	**47,075,712**
Other Interest	2,744,130	2,744,130	**2,527,728**
Total Expenditures	495,887,166	495,887,166	**503,861,030**
Planned Ending Fund Balance	0	0	**0**
Total Budget	495,887,166	495,887,166	**503,861,030**

Business Area Budget Summary

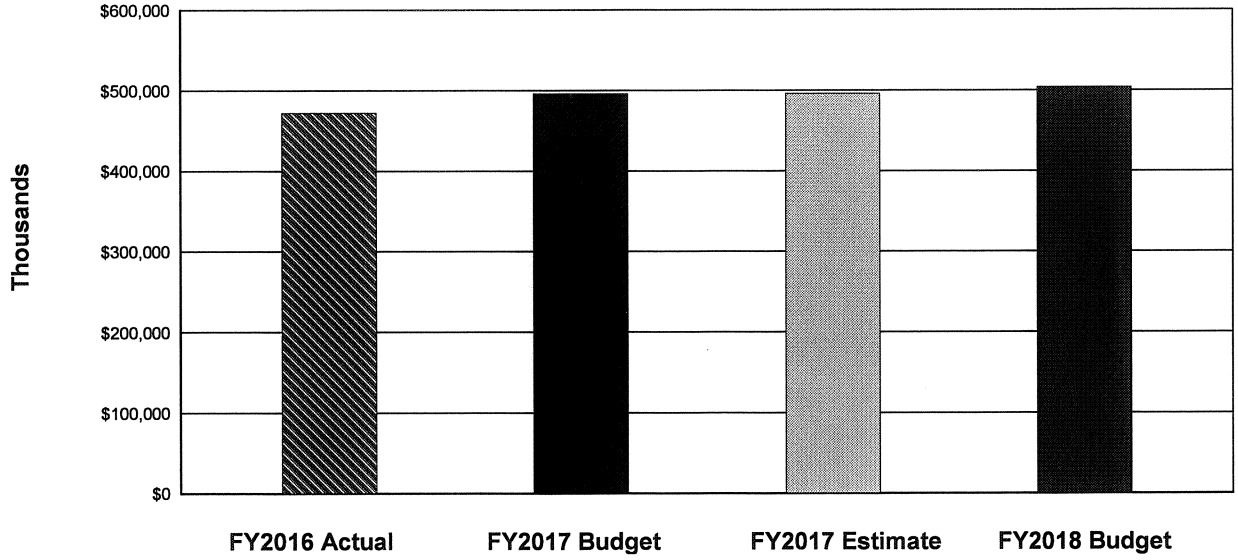
Fund Name : HAS-Revenue Fund
Business Area : Houston Airport System
Fund No. /Bus. Area No. : 8001 / 2800

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	123,871,601	104,077,946	104,077,946	**111,755,068**
	Supplies	8,140,350	8,143,892	8,143,892	**9,317,930**
	Other Services and Charges	176,329,458	166,765,188	166,765,188	**187,280,765**
	Non-Capital Equipment	1,113,797	1,182,993	1,182,993	**2,486,090**
	Total M & O Expenditures	309,455,206	280,170,019	280,170,019	**310,839,853**
	Debt Service & Other Uses	162,781,222	215,717,147	215,717,147	**193,021,177**
	Total Expenditure	472,236,428	495,887,166	495,887,166	**503,861,030**
Revenues		496,793,672	495,887,166	495,887,166	**503,861,030**
Staffing	Full-Time Equivalents - Civilian	1,187.4	1,161.0	1,161.0	**1,199.8**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	1,187.4	1,161.0	1,161.0	**1,199.8**
	Full-Time Equivalents - Overtime	58.2	54.6	54.6	**55.1**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for the health benefits, pension contribution and municipal employees contractual pay increases.
- Continues to focus on providing world-class facilities and customer service in an effort to incrase our SKYTRAX ratings at both airports.
- Increases in Garage Parking Revenues and Terminal Space Rental over FY2017 attributable to anticipated higher passenger activity.

HAS-Revenue Fund
Houston Airport System
Expenditure Summary



Business Area Performance Measures

Fund Name : HAS-Revenue Fund
Business Area : Houston Airport System
Fund No. /Bus. Area No. : 8001 / 2800

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Airline Costs per Enplaned Passenger (CPE) for HOU	$7.38	$7.02	$6.37	$6.92
Airline Costs per Enplaned Passenger (CPE) for IAH	$10.53	$10.65	$11.12	$11.48
Debt Service Coverage Ratio (FY16 is shown net of grants to match other years)	1.49	1.52	1.68	1.55
Passengers Clearing Customs and Border Protection within 30 Minutes (HOU)	99.2%	90%	99.4%	90%
Passengers Clearing Customs and Border Protection within 30 Minutes (IAH)	76.7%	80%	71.7%	80%
Passengers Clearing TSA within 15 Minutes (HOU)	97.3%	95%	97.4%	95%
Passengers Clearing TSA within 15 Minutes (IAH)	96.7%	95%	97.2%	95%
Total M&O per Passenger	$10.33	$11.08	$10.45	$11.81
Expenditures Adopted Budget vs Actual Utilization	94%	98%	99%	98%
Revenues Adopted Budget vs Actual Utilization	99%	100%	99%	100%

Division Summary

Fund Name : HAS-Revenue Fund
Business Area : Houston Airport System
Fund No. /Bus Area No. : 8001 / 2800

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Office of the Director & External Affairs 280001						
The Office of the Director consists of the Director's Office, Safety & Emergency Management, Muncipal Affairs, External Affairs, and the Office of Business Opportunity .	43.5	8,785,461	35.0	7,329,447	**35.0**	**7,636,817**
Finance & Administration 280002						
The Finance Division consists of Financial Planning & Analysis, Accounting, Internal Audit and Corporate Strategy. Finance exists to ensure that Houston Airport System (HAS) generates the financial resources necessary to provide the facilities and services that passengers want.	58.2	199,700,397	52.0	230,212,263	**35.0**	**206,923,515**
Commercial Development 280003						
The Commercial Development Division plans and directs parking facilities and products, concession programs, airline agreements and real estate, air service development, and marketing to maximize customers choices, experiences, and grow non-airline revenue.	27.0	29,220,403	30.0	32,166,609	**31.0**	**36,695,197**
George Bush Intercontinental Airport 280004						
The George Bush Intercontinental Airport (IAH) Division ensures the highest level of customer service for all passengers, visitors, tenants, and team members through a safe, secure and efficient operating environment by maintaining strict compliance with federal, state and local government regulations.	607.1	136,175,251	594.0	138,399,337	**614.0**	**147,727,189**
Infrastructure 280005						
The Infrastructure Division is responsible for planning, designing, constructing, and maintaining all Houston Airport System (HAS) physical infrastructure as well as the procurement function. This division constantly monitors all landside facilities, which continue to be developed and maintained to optimize sustainability and life-cycle costs.	119.4	29,479,789	119.0	19,428,817	**132.8**	**26,862,627**
Technology 280006						
The purpose of the Technology Division is to provide technology systems and information that enhance the passenger experience and empowers the Houston Airports to meet its mission and vision. We aim to ensure passengers and business partners experience easy, pleasant, forward thinking and efficient technology platforms where information is relevant and accessible.	60.3	16,774,617	60.0	16,401,443	**68.0**	**21,095,795**

Division Summary

Fund Name : **HAS-Revenue Fund**
Business Area : **Houston Airport System**
Fund No. /Bus Area No. : **8001 / 2800**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
William P. Hobby Airport 280007						
The William P. Hobby Airport (HOU) Division provides a safe, secure and efficient airport that focuses attention on the needs of its customers, the talent of its employees and the vision of the Aviation Department. HOU's objective is to establish the most efficient and cost effective organization possible within the current economic environment.	227.7	43,213,517	226.0	42,379,692	**233.0**	**46,329,999**
Ellington Airport 280008						
The Ellington Airport (EFD) Division provides a safe, secure and efficient airport focusing attention on the needs of its customers, the talent of its employees and the vision of the Aviation Department. Additionally, EFD is responsible for the development of the Houston Spaceport.	26.4	4,070,031	23.0	4,226,300	**26.0**	**4,585,703**
Human Capital Management 280010						
The Human Capital Management Division provides services that enable the organization to attract, support, retain and develop the diverse talent needed to achieve and sustain the airport's mission, vision and strategic objectives.	17.8	4,816,962	22.0	5,343,258	**25.0**	**6,004,188**
Total	**1,187.4**	**472,236,428**	**1,161.0**	**495,887,166**	**1,199.8**	**503,861,030**

Business Area Revenues Summary

Fund Name : HAS-Revenue Fund
Business Area : Houston Airport System
Fund No./Bus. Area No. : 8001 / 2800

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Licenses and Permits	0	330,000	330,000	**363,260**
Intergovernmental	4,925	0	0	**0**
Charges for Services	485,500,510	485,687,488	485,687,488	**493,803,590**
Other Fines and Forfeits	48	0	0	**0**
Interest	6,986,052	9,200,000	9,200,000	**9,000,000**
Miscellaneous/Other	3,339,565	650,270	650,269	**694,180**
Other Resources	962,572	19,408	19,409	**0**
Grand Total Revenues	**496,793,672**	**495,887,166**	**495,887,166**	**503,861,030**

AIRPORT CAPITAL OUTLAY FUND

The Airport Capital Outlay Fund (8012) is used to budget the Houston Airport System's capital outlay expenditures that support the operations of George Bush Intercontinental Airport, William P. Hobby Airport, and Ellington Airport. This fund receives funding transfers from the Aviation Fund. This fund is a sub-fund of the Airport's Capital Improvement Fund (8011).

Fund Summary

Fund Name : HAS-AIF Capital Outlay
Business Area : Houston Airport System
Fund No./Bus. Area No. : 8012 / 2800

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	0	0	**0**
Current Revenues	10,565,092	10,228,355	**6,904,390**
Total Available Resources	10,565,092	10,228,355	**6,904,390**
Maintenance and Operations	10,565,092	10,228,355	**6,904,390**
Total Expenditures	10,565,092	10,228,355	**6,904,390**
Planned Ending Fund Balance	0	0	**0**
Total Budget	10,565,092	10,228,355	**6,904,390**

Business Area Budget Summary

Fund Name : HAS-AIF Capital Outlay
Business Area : Houston Airport System
Fund No. /Bus. Area No. : 8012 / 2800

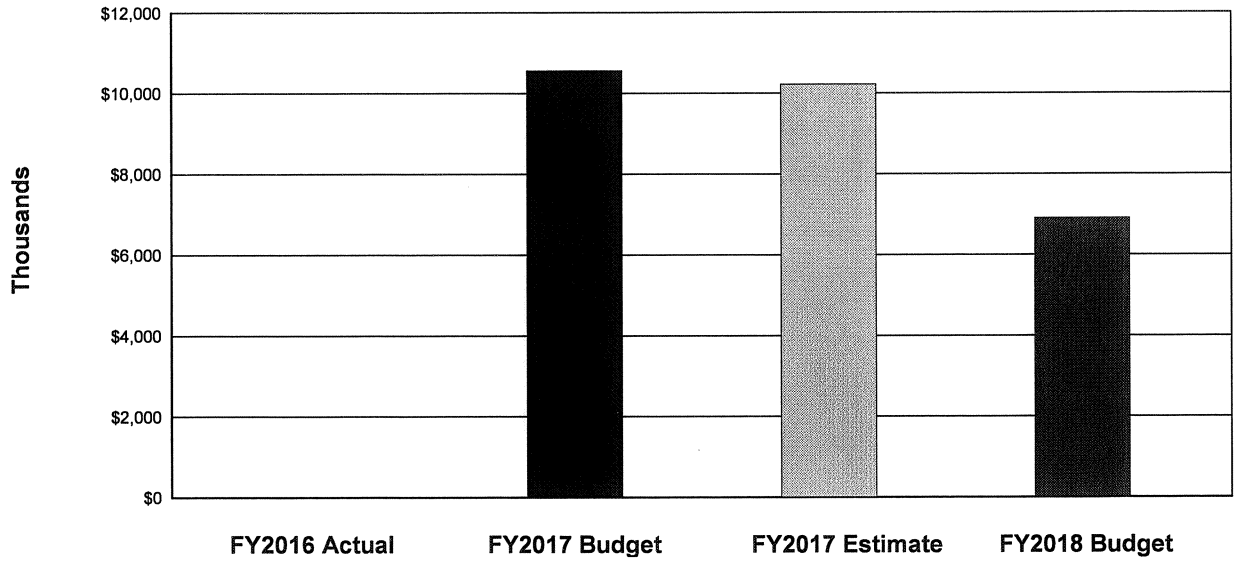
		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Equipment	0	10,565,092	10,228,355	**6,904,390**
	Total M & O Expenditures	0	10,565,092	10,228,355	**6,904,390**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	0	10,565,092	10,228,355	**6,904,390**
Revenues		0	10,565,092	10,228,355	**6,904,390**
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- The FY2018 Budget includes approximately $2.6 million of FY2016 and FY2017 carryovers for vehicles that will not be received before June 30, 2017.

- The largest contributors to the FY2018 Budget are: vehicles related to safety and security at the Houston Airport System (HAS), vehicles to support Houston Police Department (HPD) for $1.2 million, and vehicles to support Aircraft Rescue and Fire Fighting (ARFF) for $1.4 million.

HAS-AIF Capital Outlay
Houston Airport System
Expenditure Summary



Business Area Revenues Summary

Fund Name : HAS-AIF Capital Outlay
Business Area : Houston Airport System
Fund No./Bus. Area No. : 8012 / 2800

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Other Resources	0	10,565,092	10,228,355	**6,904,390**
Grand Total Revenues	**0**	**10,565,092**	**10,228,355**	**6,904,390**

CONVENTION AND ENTERTAINMENT FACILITIES

Description and Mission

Effective July 1, 2011, the Convention & Entertainment Facilities Department (CEFD) was consolidated into the Houston Convention Center Hotel Corporation with the resulting organization reconstituted and renamed Houston First Corporation. Through an Interlocal Agreement and Lease Agreement, Houston First Corporation has assumed all of the principal roles and responsibilities of the department, including the responsibility to manage the department's facilities and department-managed facilities. Houston First Corporation also acts as the City's agent for the collection of hotel occupancy taxes, including the portion that is pledged to the City's bonds. However, the consolidation does not affect the pledge of, or the revenues that constitute, the pledged revenues under the ordinances authorizing the bonds and parity bonds; accordingly, all pledged revenues continue to be recorded in CEFD's Revenue Fund in compliance with respective bond ordinances.

Fund Summary

Fund Name : C&E - Facility Operating Fund
Business Area : Convention & Entertainment
Fund No./Bus. Area No. : 8601 / 4200

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	51,125,306	51,125,306	**50,358,958**
Current Revenues	99,253,937	97,888,655	**98,059,711**
Total Available Resources	150,379,243	149,013,961	**148,418,669**
Maintenance and Operations	424,844	424,844	**317,564**
Debt Services	97,040,654	96,740,159	**95,837,425**
Other Interfund Transfers	1,490,000	1,490,000	**1,449,000**
Total Expenditures	98,955,498	98,655,003	**97,603,989**
Planned Ending Fund Balance	51,423,745	50,358,958	**50,814,680**
Total Budget	150,379,243	149,013,961	**148,418,669**

Business Area Budget Summary

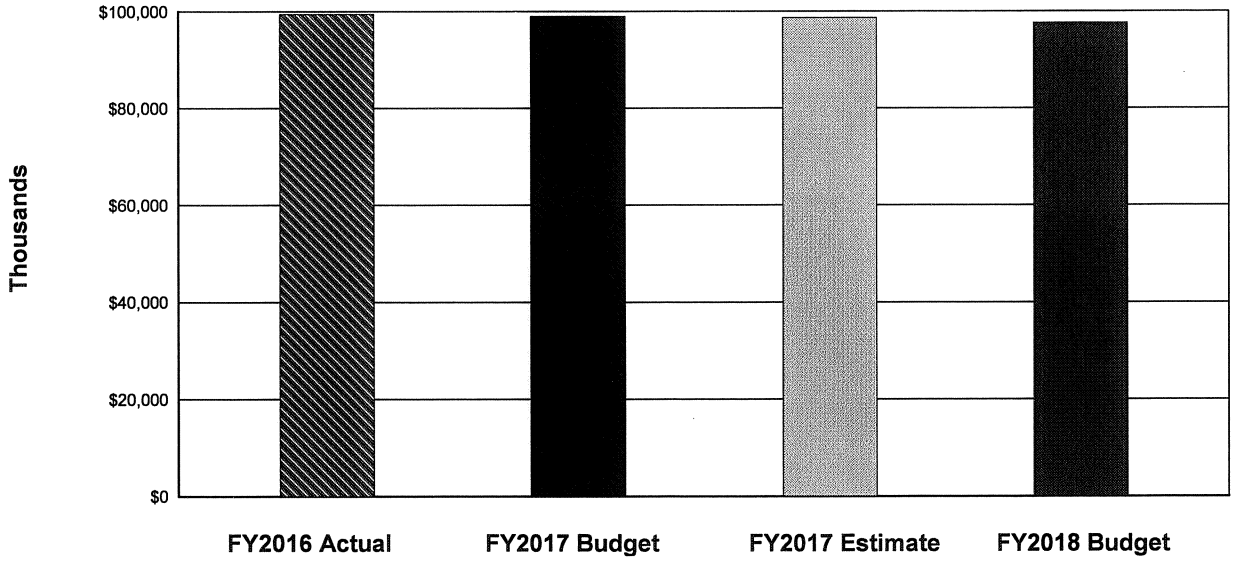
Fund Name : C&E - Facility Operating Fund
Business Area : Convention & Entertainment
Fund No. /Bus. Area No. : 8601 / 4200

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	413,612	293,144	293,144	**185,864**
	Other Services and Charges	(50,705)	131,700	131,700	**131,700**
	Total M & O Expenditures	362,907	424,844	424,844	**317,564**
	Debt Service & Other Uses	99,083,411	98,530,654	98,230,159	**97,286,425**
	Total Expenditure	99,446,318	98,955,498	98,655,003	**97,603,989**
Revenues		100,716,537	99,253,937	97,888,655	**98,059,711**
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

The adoption of the Interlocal Agreement consolidated the facility operations of the Department with Houston First Corporation (formerly Houston Convention Center Hotel Corporation) effective July 1, 2011, leaving primarily the pledged revenues and debt service expenditures in the department's budget.

C&E - Facility Operating Fund
Convention & Entertainment
Expenditure Summary



Division Summary

Fund Name : **C&E - Facility Operating Fund**
Business Area : **Convention & Entertainment**
Fund No. /Bus Area No. : **8601 / 4200**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
George R Brown Convention Center 420001						
A multi-pupose facility that hosts national conventions, trade shows, consumer shows, corporate meetings and religious meetings.	0.0	26,602,357	0.0	26,523,510	**0.0**	**27,124,397**
Theater District Facilities 420002						
The Theater District is home of the Houston Symphony, Society for the Performing Arts, Houston Grand Opera, Stages Repertory Theater (sold in FY2015), Houston Ballet and Miller Outdoor Theatre as well as several downtown parks, the Theater District Parking Garage, and the City surface Lots C and H.	0.0	139,085	0.0	115,535	**0.0**	**64,984**
Administration Costs 420005						
Responsible for the administration of the City's Interlocal Agreement with Houston First Corporation (HFC), primarily the pledged hotel occupancy tax (HOT) and parking revenues and debt-related expenses.	0.0	72,704,876	0.0	72,015,958	**0.0**	**70,414,608**
Total	**0.0**	**99,446,318**	**0.0**	**98,655,003**	**0.0**	**97,603,989**

Business Area Revenues Summary

Fund Name : C&E - Facility Operating Fund
Business Area : Convention & Entertainment
Fund No./Bus. Area No. : 8601 / 4200

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Intergovernmental	83,977	0	0	**0**
Charges for Services	12,430,821	12,412,354	12,267,072	**12,418,128**
Other Fines and Forfeits	(901,938)	0	0	**0**
Interest	304,250	300,000	380,000	**350,000**
Miscellaneous/Other	166,923	291,583	291,583	**291,583**
Other Tax	88,632,504	86,250,000	84,950,000	**85,000,000**
Grand Total Revenues	**100,716,537**	**99,253,937**	**97,888,655**	**98,059,711**

COMBINED UTILITY SYSTEM

Description and Mission

The Combined Utility System (CUS) of the Public Works & Engineering Department is composed of three separate funds: the Water and Sewer System Operating Fund 8300, the Combined Utility System Operating Fund 8301 and the Combined Utility System General Purpose Fund 8305.

The department's mission is to plan, design, construct, operate and maintain Houston's critical public infrastructure systems to provide excellent drinking water and wastewater collection and treatment, as well as, provide superior customer service to our utility customers and do so responsively, efficiently, and in an environmentally responsible fashion.

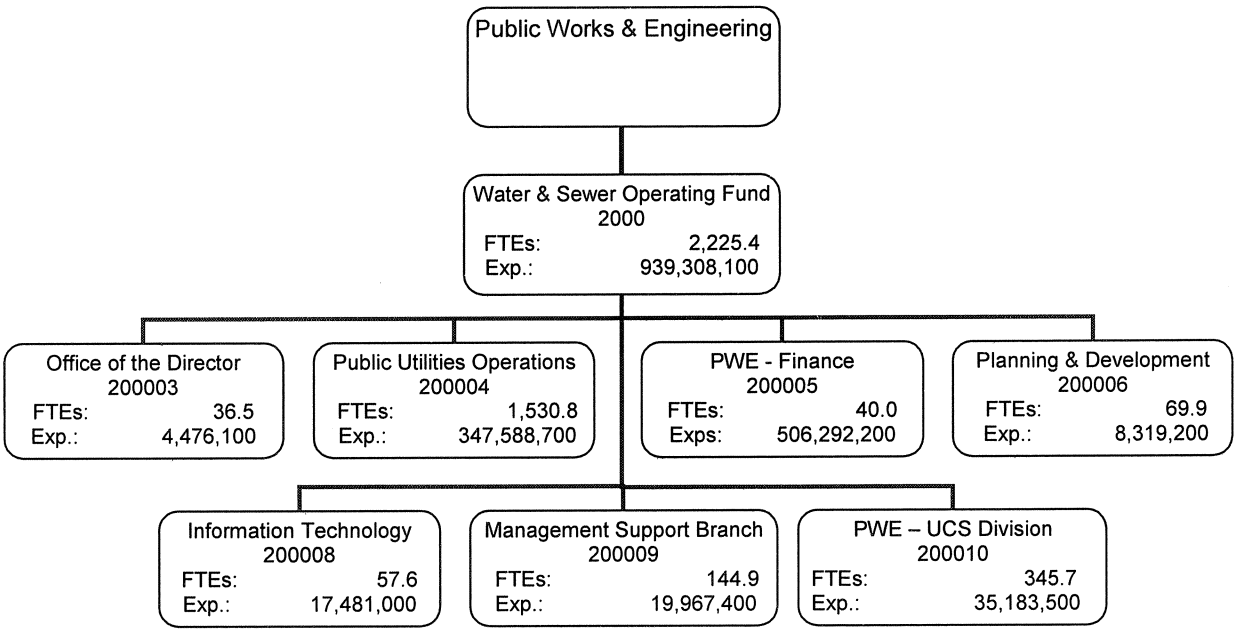
Department Short Term Goals:

- Monitor City's use of groundwater to maintain compliance with mandates of Harris-Galveston Coastal Subsidence District.
- Maintain compliance with Texas Commission on Environmental Quality (TCEQ) and Environmental Protection Agency (EPA) clean and safe drinking water standards, as well as, American Water Works Association (AWWA) Partnership for Safe Water standards.
- Expand fixed network system coverage and implementation of automated meter reading functionality to enhance consumption data collection, improve services to water customers through leak identification, usage patterns, and billing accuracy.
- Implement a new network operations center that ensures a highly secure and reliable application infrastructure, network infrastructure and support services.
- Develop a mobile work order system and service applications to track service requests and analyze work orders to enhance utility customer service.

Department Long Term Goals:

- Continue to train and develop a group of professional water and wastewater managers and operators to ensure continued reliable and efficient operation of the utility in the coming decades.
- Continue neighborhood sanitary sewer rehabilitation program. This will provide a reliable system to the citizens and reduce repair costs in the future.
- Continue fire hydrant rehabilitation program. This will provide reliable water access to City fire fighters in response to future fire emergency calls that protect citizen lives and property.
- Expand the implementation and support of WiMax (wireless) initiatives across PWE divisions.

COMBINED UTILITY SYSTEM
Department Organization



Fund Summary

Fund Name : Water and Sewer Operating Fund
Business Area : Public Works & Engineering
Fund No./Bus. Area No. : 8300 / 2000

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	38,647,408	38,647,408	**221,111,060**
Provision for Bad Debt	0	0	**0**
Current Revenues	1,072,122,400	1,061,039,183	**1,113,451,300**
Total Available Resources	1,110,769,808	1,099,686,591	**1,334,562,360**
Maintenance and Operations	463,768,900	438,677,836	**470,980,800**
Debt Services	0	0	**0**
Operating Transfers	440,564,000	439,897,695	**468,327,300**
Total Expenditures	904,332,900	878,575,531	**939,308,100**
Planned Ending Fund Balance	206,436,908	221,111,060	**395,254,260**
Total Budget	1,110,769,808	1,099,686,591	**1,334,562,360**

Business Area Budget Summary

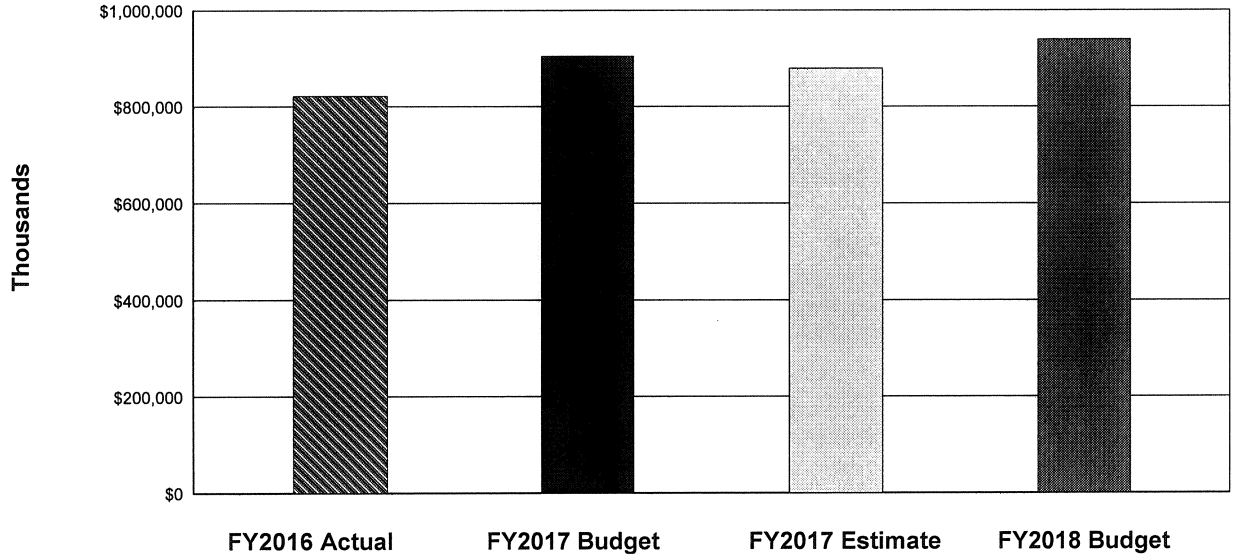
Fund Name : Water and Sewer Operating Fund
Business Area : Public Works & Engineering
Fund No. /Bus. Area No. : 8300 / 2000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	169,512,083	187,231,760	180,086,763	**190,960,500**
	Supplies	43,729,723	44,095,800	43,398,947	**45,295,200**
	Other Services and Charges	213,794,438	229,874,840	212,828,199	**232,023,000**
	Equipment	101,085	203,200	203,200	**383,700**
	Non-Capital Equipment	3,319,128	2,363,300	2,160,727	**2,318,400**
	Total M & O Expenditures	430,456,457	463,768,900	438,677,836	**470,980,800**
	Debt Service & Other Uses	390,877,524	440,564,000	439,897,695	**468,327,300**
	Total Expenditure	821,333,981	904,332,900	878,575,531	**939,308,100**
Revenues		1,034,296,503	1,072,122,400	1,061,039,183	**1,113,451,300**
Staffing	Full-Time Equivalents - Civilian	2,031.6	2,233.9	2,133.2	**2,225.4**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	2,031.6	2,233.9	2,133.2	**2,225.4**
	Full-Time Equivalents - Overtime	160.1	123.5	152.1	**126.9**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- Chemical increase of $871,000 from FY2017 Budget due to increase in market prices and higher dosage for raw water turbidity.
- Indirect Cost Recovery Payment increase of $890,000 from FY2017 Budget.
- Increased contract utilization of $1 million needed for continued operational and preventive maintenance efforts.
- Includes $15 million for continued wastewater maintenance, regulatory compliance, and assessment activities such as enhanced sewer cleaning, restaurant inspections, system inspections and investigations, Sanitary Sewer Overflow (SSO) response, data modelling support, and public outreach, and education.
- Electricity and Natural Gas increase of $1.7 million from FY2017 Budget due to volume increases for repumped groundwater.
- Contract Water Authority (CWA) Debt savings of $805,000 from FY2017 Budget based on lower interest payments on the CWA debt series.
- Revenue increase includes a water and sewer rate adjustment of 3.4%.
- Decreased Facility Rental of $4.9 million for the deferred annual payment for the 611 Walker Building.

Water and Sewer Operating Fund
Public Works & Engineering
Expenditure Summary



Business Area Performance Measures

Fund Name : Water and Sewer Operating Fund
Business Area : Public Works & Engineering
Fund No. /Bus. Area No. : 8300 / 2000

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Accept and Process Complete Water District Consent Applications within 30 Days of Receipt	90.0%	90.0%	90.0%	90.0%
Accounts Billed from Automated Reads	94.0%	93.0%	91.0%	93.0%
Number of Utility Customer Calls Received	569,837	604,500	590,917	600,000
Percentage of TCEQ/EPA Required Tests Performed	100.0%	100.0%	100.0%	100.0%
Respond to Sewer in Residence/Business within 1 Day	82.4%	99.9%	100.0%	100.0%
Respond to Water Quality/Taste/Color/Odor within 2 Business Days	92.0%	95.0%	90.0%	95.0%
Sanitary Sewer Overflows Confirmed within 4 Hours of Notification	100.0%	100.0%	100.0%	100.0%
Systems Availability - WiMax Networks	99.5%	99.5%	99.5%	99.5%
Treatment Plant Permit Compliance Rate	99.7%	99.8%	99.7%	99.7%
Utility Billing Accuracy Rate	99.0%	99.0%	99.0%	99.0%
Utility Customer Calls Answered within 5 Minutes	54.0%	75.0%	71.0%	75.0%
Wastewater Capacity Reserve Letters Sent within 10 Business Days	98.0%	90.0%	90.0%	90.0%
Wastewater Collected and Treated (millions of gallons per year)	94,389	82,855	86,870	86,970
Wastewater-Pipe Cleaning Completed (millions of linear feet)	2.6	2.0	2.0	2.5
Wastewater-Pipe Renewal Completed (linear feet)	785,000	600,000	600,000	600,000
Water Gallons Delivered (millions of gallons per year)	163,012	163,885	163,276	169,360
Water Service Requests Investigated within Next Business Day.	98.0%	95.0%	95.0%	95%
Expenditures Adopted Budget vs Actual Utilization	90%	98%	97%	98%
Revenues Adopted Budget vs Actual Utilization	96%	100%	99%	100%

Division Summary

Fund Name : Water and Sewer Operating Fund
Business Area : Public Works & Engineering
Fund No. /Bus Area No. : 8300 / 2000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Office of the Director 200003						
Provides leadership and oversight in the operation of the PWE Department. Provides information to the media, responds to citizen inquiries and open record requests. Manages the utilization of small and minority businesses. Provides fleet, communication, learning and development support services to the PWE Department.	21.4	3,014,561	23.1	3,036,038	**36.5**	**4,476,100**
Public Utilities Division 200004						
Produces and supplies potable drinking water throughout Harris County and portions of surrounding counties. Treats domestic and industrial wastewater, meets all regulatory mandates and requirements, and plans future water supply for the region.	1,427.1	317,084,395	1,492.1	323,830,673	**1,530.8**	**347,588,700**
PWE - Finance 200005						
Manages, monitors and controls the department's financial and accounting activities including budgeting, financial analysis and planning, fiscal services, fixed assets, capital projects, and debt service management. In FY18, Material Management Branch is merging into Management Support Division, and Utility Customer Service is a newly created division (cost center group 200010).	388.1	470,339,967	414.0	515,076,199	**40.0**	**506,292,200**
Planning & Development Services Division 200006						
Responsible for infrastructure planning to meet the City's short and long term needs for water and wastewater systems. Provides protection of the sanitary sewer collection system and wastewater treatment plants through issuance of wastewater capacity reservations. Reviews requests for new water districts and long range planning for water/sewer projects. Manages the Brownsfield Redevelopment Program.	64.8	6,931,045	67.8	7,526,263	**69.9**	**8,319,200**
Information Technology 200008						
Implements, installs, configures, supports, and maintains PWE computer hardware, software, telecommunication, Supervisory Control and Data Acquisition (SCADA), WiMAX network, and security systems that enable the development, modification and maintenance of core application programs for mission critical systems. Provides data management, business continuity and disaster recovery services.	58.9	12,855,537	53.9	15,834,886	**57.6**	**17,481,000**

Division Summary

Fund Name : Water and Sewer Operating Fund
Business Area : Public Works & Engineering
Fund No. /Bus Area No. : 8300 / 2000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Management Support Branch 200009						
Provides support in the areas of Safety, Security, Workers' Compensation, Records Management and Internal Review. Renders building maintenance support to the Learning and Development Center (LDC) and the 611 Walker building. Processes and coordinates procurement and contract-related activities, as well as the warehousing and distribution of general inventory items for the Department.	71.3	11,108,476	82.3	13,271,472	**144.9**	**19,967,400**
PWE - UCS Division 200010						
Reads and maintains water/sewer meters; produces water/sewer/drainage bills; receives and processes invoice payments, manages credit and collections processes, and responds to billing inquiries for water/wastewater/drainage utility customers within the City of Houston.	0.0	0	0.0	0	**345.7**	**35,183,500**
Total	**2,031.6**	**821,333,981**	**2,133.2**	**878,575,531**	**2,225.4**	**939,308,100**

Business Area Revenues Summary

Fund Name : Water and Sewer Operating Fund
Business Area : Public Works & Engineering
Fund No./Bus. Area No. : 8300 / 2000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Licenses and Permits	758,203	910,000	910,000	**910,000**
Intergovernmental	12,317	0	0	**0**
Charges for Services	1,019,336,682	1,044,703,400	1,044,703,400	**1,087,298,500**
Direct Interfund Services	847,786	855,500	855,500	**872,400**
Indirect Interfund Services	5,997,400	6,468,400	6,468,400	**6,190,300**
Other Fines and Forfeits	118,414	51,100	51,100	**51,100**
Interest	2,452,315	2,624,000	2,624,000	**2,186,000**
Miscellaneous/Other	2,853,698	310,000	310,000	**293,000**
Other Resources	1,919,688	16,200,000	5,116,783	**15,650,000**
Grand Total Revenues	**1,034,296,503**	**1,072,122,400**	**1,061,039,183**	**1,113,451,300**

Fund Summary

Fund Name : Combined Utility System Operating Fund
Business Area : Public Works & Engineering
Fund No./Bus. Area No. : 8301 / 2000

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	38,647,408	38,647,408	**38,647,408**
Provision for Bad Debt	0	0	**0**
Current Revenues	468,443,000	464,343,000	**493,889,300**
Total Available Resources	507,090,408	502,990,408	**532,536,708**
Maintenance and Operations	0	0	**0**
Debt Services	468,443,000	464,343,000	**493,889,300**
Operating Transfers	0	0	**0**
Total Expenditures	468,443,000	464,343,000	**493,889,300**
Planned Ending Fund Balance	38,647,408	38,647,408	**38,647,408**
Total Budget	507,090,408	502,990,408	**532,536,708**

Business Area Budget Summary

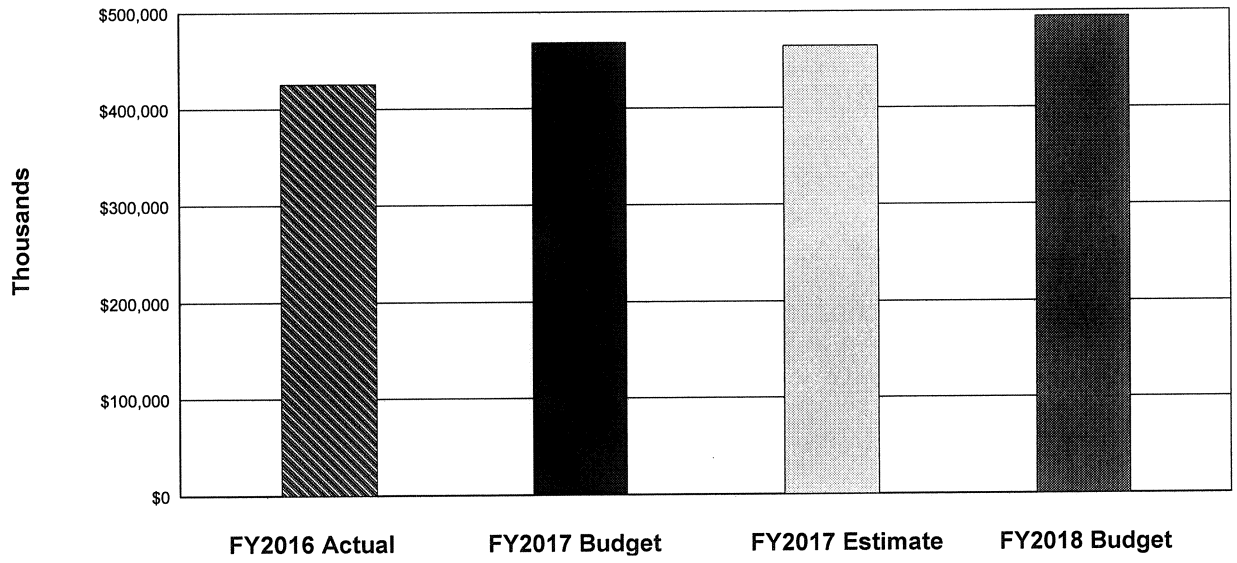
Fund Name : Combined Utility System Operating Fund
Business Area : Public Works & Engineering
Fund No. /Bus. Area No. : 8301 / 2000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Other Services and Charges	106,566	0	0	**0**
	Total M & O Expenditures	106,566	0	0	**0**
	Debt Service & Other Uses	425,297,988	468,443,000	464,343,000	**493,889,300**
	Total Expenditure	425,404,554	468,443,000	464,343,000	**493,889,300**
Revenues		422,245,891	468,443,000	464,343,000	**493,889,300**
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

o The FY2018 Budget includes an increase in debt service transfers related to existing and new debt to be issued.

Combined Utility System Operating Fund
Public Works & Engineering
Expenditure Summary



Business Area Revenues Summary

Fund Name : Combined Utility System Operating Fund
Business Area : Public Works & Engineering
Fund No./Bus. Area No. : 8301 / 2000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Interest	4,089,859	4,879,000	4,879,000	**5,562,000**
Miscellaneous/Other	27,278,508	23,000,000	19,566,305	**20,000,000**
Other Resources	390,877,524	440,564,000	439,897,695	**468,327,300**
Grand Total Revenues	**422,245,891**	**468,443,000**	**464,343,000**	**493,889,300**

COMBINED UTILITY SYSTEM GENERAL PURPOSE FUND

Description and Mission

The Combined Utility System (CUS) General Purpose Fund is used to budget the water and sewer capital outlay expenditures and other items such as discretionary debt and transfers to support storm water functions.

The FY2018 CUS General Purpose Fund Budget totals $218,862,700. The largest transactions and allocations are $70,000,000 for "'Pay-As-You-Go"' funding for CUS Capital Projects, $55,783,500 for the Storm Water Fund, $46,140,500 for Capital Outlay and $27,368,900 for Debt Service.

Fund Summary

Fund Name : Combined Utility System Gen Pur Fund
Business Area : Public Works & Engineering
Fund No./Bus. Area No. : 8305 / 2000

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	623,850,915	623,850,915	**461,478,961**
Provision for Bad Debt	0	0	**0**
Current Revenues	0	0	**0**
Total Available Resources	623,850,915	623,850,915	**461,478,961**
Maintenance and Operations	42,512,100	17,245,071	**50,710,300**
Debt Services	18,389,000	18,389,000	**19,402,700**
Operating Transfers	137,821,100	126,737,883	**148,749,700**
Total Expenditures	198,722,200	162,371,954	**218,862,700**
Planned Ending Fund Balance	425,128,715	461,478,961	**242,616,261**
Total Budget	623,850,915	623,850,915	**461,478,961**

Business Area Budget Summary

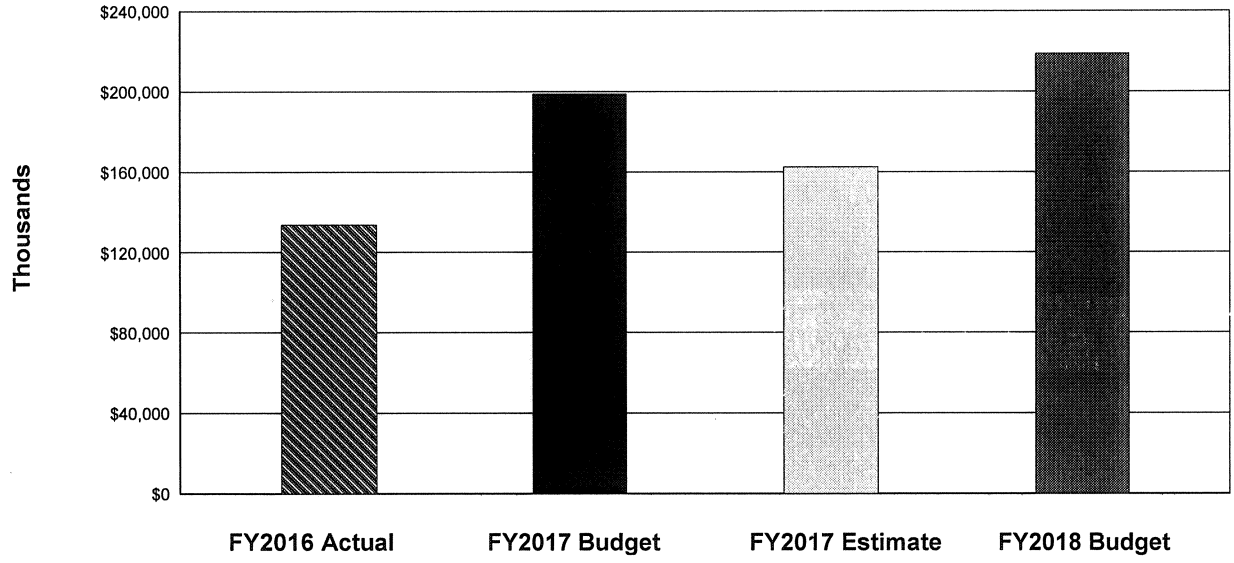
Fund Name : Combined Utility System Gen Pur Fund
Business Area : Public Works & Engineering
Fund No. /Bus. Area No. : 8305 / 2000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Other Services and Charges	1,747,095	4,027,020	3,618,605	**4,569,800**
	Equipment	12,044,788	38,485,080	13,626,466	**46,140,500**
	Total M & O Expenditures	13,791,883	42,512,100	17,245,071	**50,710,300**
	Debt Service & Other Uses	119,792,561	156,210,100	145,126,883	**168,152,400**
	Total Expenditure	133,584,444	198,722,200	162,371,954	**218,862,700**
Revenues		67,239	0	0	**0**
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- o Capital Acquisition Budget of $46.1 million includes $24.8 million for FY2017 capital equipment rollovers from prior year.
- o Transfer to CUS Operating of $15 million to fund regulatory compliance activities.
- o Transfer to PIB Debt Service increase of $2.7 million from FY2017 Budget due to continuous payment of older debt issues.
- o Transfer to Stormwater increase of $3 million from FY2017 Budget to cover Stormwater Fund operating and maintenance expenses in FY2018.
- o Transfer to Capital projects of $70 million to cover Pay-As-You-Go funding for CUS capital projects in FY2018.
- o Includes funding for pension reform plan.

Combined Utility System Gen Pur Fund
Public Works & Engineering
Expenditure Summary



Business Area Revenues Summary

Fund Name : Combined Utility System Gen Pur Fund
Business Area : Public Works & Engineering
Fund No./Bus. Area No. : 8305 / 2000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Miscellaneous/Other	27,886	0	0	**0**
Other Resources	39,353	0	0	**0**
Grand Total Revenues	**67,239**	**0**	**0**	**0**

DEDICATED DRAINAGE AND STREET RENEWAL FUND

Description and Mission

The Dedicated Drainage and Street Renewal Fund (DDSRF) was established in FY2012. The DDSRF provides a dedicated, pay-as-you-go fund for enhancement, improvement and ongoing renewal of Houston's drainage and streets, as well as traffic control operations.

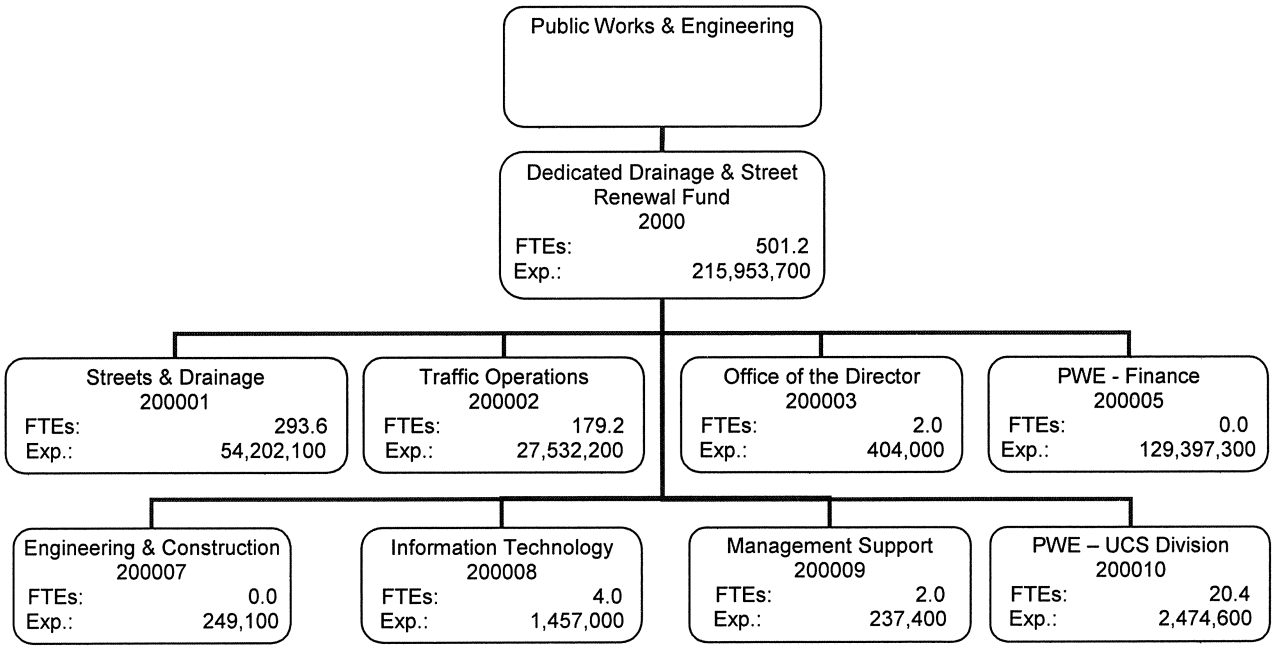
Department Short Term Goals

- Continue the implementation of the "Next Business Day" Pothole response program.
- Enhance the existing pavement management services by incorporating a Pavement Management Information System (PMIS) that would determine the suitable maintenance and rehabilitation methods.
- Perform preventive maintenance on Signal and Intersection Optimization per Federal Highway Administration (FHWA) requirements.
- Communicate to the public the benefits of the ReBuild Houston initiative through speaking engagements, stakeholder meetings, media and other channels.
- Facilitate the exchange of information between elected leaders, civic groups and the ReBuild Houston Advisory Committee.
- Continue to utilize the citywide collection contract to improve collections on past due drainage receivables.

Department Long Term Goals

- Improve efficiency and quality in the daily operations.
- Improve responsiveness and efficiency to public requests via 311.
- Better Streets. Better Drainage.
- Leverage technology, social networks and grassroots outreach strategies to proactively communicate to the public about improvements to drainage and street infrastructure.
- Provide superior customer service through accurate, on-time billing, collection and account services.
- Foster opportunities to improve our infrastructure by means of prioritization, standards and intergovernmental relationships.
- Advance the department's traffic maintenance operations by closely coordinating emerging traffic control solutions including automatic vehicle counting, increasing the existing Bluetooth enabled traffic flow monitoring, installing video cameras, and digital signage, all communicating over the PWE WIMAX (Worldwide Interoperability for Microwave Access) network.

Department Organization



Fund Summary

Fund Name	:	**Dedicated Drainage & Street Renewal Fund**
Business Area	:	**Public Works & Engineering**
Fund No./Bus. Area No.	:	**2310 / 2000**

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	50,389,708	50,389,708	**55,858,147**
Current Revenues	214,200,900	214,422,900	**201,469,200**
Total Available Resources	264,590,608	264,812,608	**257,327,347**
Maintenance and Operations	89,504,000	80,971,190	**91,883,600**
Operating Transfers	137,402,600	127,983,271	**124,070,100**
Total Expenditures	226,906,600	208,954,461	**215,953,700**
Planned Ending Fund Balance	37,684,008	55,858,147	**41,373,647**
Total Budget	264,590,608	264,812,608	**257,327,347**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	37,684,008	55,858,147	**41,373,647**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate, and the FY2018 Budget for the Dedicated Drainage and Street Renewal Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

In FY2018, $91.9 million expected to be spent for: The maintenance of street and bridge infrastructure ($55.3 million), signals and intersection optimizations ($28.1 million), drainage call center operations ($2.5 million), ReBuild Houston Administration ($0.7 million), Also included in the expenditures are $118.6 million that will be transferred to the Capital Project Fund to continue the pay-as-you-go program, $3 million for 380 Agreements, $2.5 million to the Storm Water Fund to partially cover the Storm Water maintenance and operational expenses.

Business Area Budget Summary

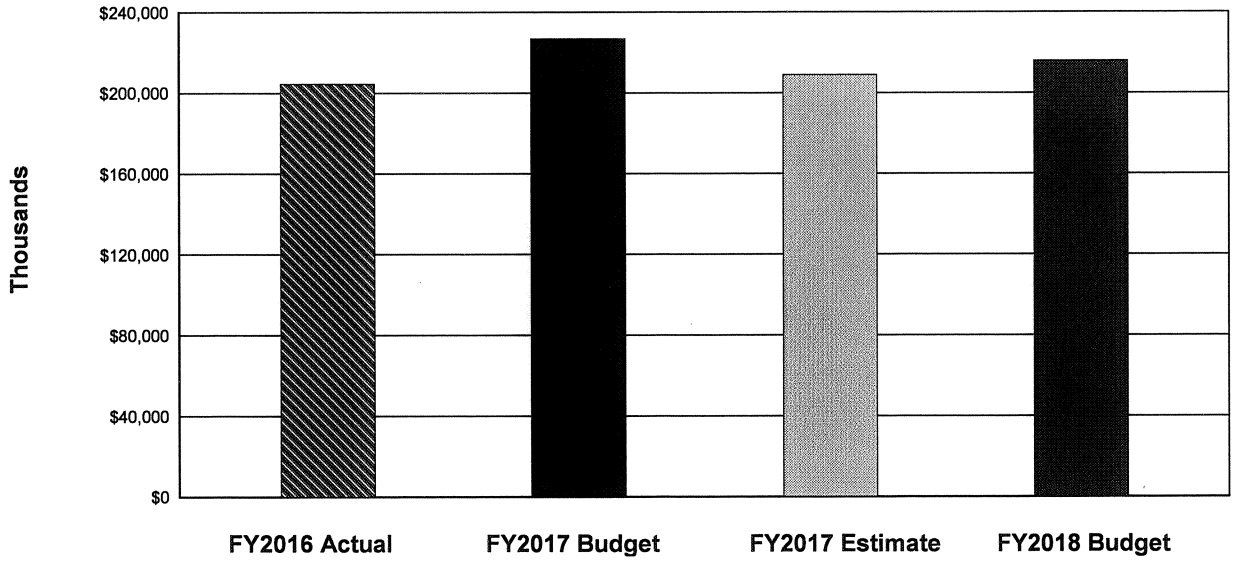
Fund Name : Dedicated Drainage & Street Renewal Fund
Business Area : Public Works & Engineering
Fund No. /Bus. Area No. : 2310 / 2000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	33,640,707	36,923,300	36,360,643	**38,391,500**
	Supplies	12,002,255	13,017,100	12,938,062	**13,051,100**
	Other Services and Charges	28,014,147	27,524,600	27,084,335	**29,331,200**
	Equipment	2,633,393	11,964,600	4,513,750	**11,026,400**
	Non-Capital Equipment	44,018	74,400	74,400	**83,400**
	Total M & O Expenditures	76,334,520	89,504,000	80,971,190	**91,883,600**
	Debt Service & Other Uses	128,176,013	137,402,600	127,983,271	**124,070,100**
	Total Expenditure	204,510,533	226,906,600	208,954,461	**215,953,700**
Revenues		227,226,692	214,200,900	214,422,900	**201,469,200**
Staffing	Full-Time Equivalents - Civilian	463.4	500.1	478.4	**501.2**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	463.4	500.1	478.4	**501.2**
	Full-Time Equivalents - Overtime	41.6	21.1	30.3	**25.4**

Significant Budget Changes and Highlights

- o The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- o Includes funding for pension reform plan.
- o Continuation of METRO reimbursements to cover the costs of asphalt skin patches, street resurfacing, street maintenance, concrete repair, bridge maintenance, signal maintenance, signal engineering and traffic operation ($49.5 million from Metro).
- o Includes $34.1 million transfer from the General Fund, which includes captured tax revenues.
- o Includes $6 million in funding for prior year capital equipment rollovers.
- o Claims and Judgement includes funding to cover the cost of potential litigation related to the ReBuild Houston Charter amendment.
- o Includes $12.1 million decrease in METRO transfers related to lower sales tax and concrete panel replacements.

Dedicated Drainage & Street Renewal Fund
Public Works & Engineering
Expenditure Summary



Business Area Performance Measures

Fund Name : Dedicated Drainage & Street Renewal Fund
Business Area : Public Works & Engineering
Fund No. /Bus. Area No. : 2310 / 2000

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Asphalt Repairs / Skin Patches	11,552	7,800	8,990	8,300
Asphalt Surface Overlaid (lane miles)	152	153	153	153
Bridges Inspected	2,862	2,770	2,770	2,770
Bridges Replaced	8	8	8	8
Concrete Panel Replacement	738	1,100	591	620
Drainage Collection Rate	95%	93%	95%	95%
Mobility Permit Investigations Completed	12,666	13,500	13,500	13,500
Percentage of Potholes Repaired within Next Business Day After 311 Request	65%	95%	95%	95%
Percentage of Signals Receiving Two Preventative Maintenance Services per Year	95%	98%	95%	95%
Signals Maintained	760	800	800	800
System Availability - Distributed Server	99.9%	99.9%	99.9%	99.9%
System Availability - Virtual Servers	99.9%	99.9%	99.9%	99.9%
Total Number of Potholes Repaired	65,277	52,000	52,000	52,000
Traffic Plan Reviews Completed in 10 Business Days	95%	90%	90%	90%
Traffic Signal Repairs Completed	14,405	15,000	15,000	15,000
Traffic Signs Completed within 10 Business Days	99%	95%	95%	95%
Expenditures Adopted Budget vs Actual Utilization	87%	98%	92%	98%
Revenues Adopted Budget vs Actual Utilization	101%	100%	100%	100%

Division Summary

Fund Name : Dedicated Drainage & Street Renewal Fund
Business Area : Public Works & Engineering
Fund No. /Bus Area No. : 2310 / 2000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Streets and Drainage Division 200001						
Street and Bridge maintains a smooth riding surface free of obstacles and debris.	270.7	49,694,189	283.1	52,766,111	**293.6**	**54,202,100**
Traffic Operations Division 200002						
Responsible for the installation, operation, and maintenance of the traffic signal system; installation and maintenance of traffic control signs, pavement markings, and flashing school beacons; maintenance of roadway lighting on major highways; conducts studies involving speed zones and traffic counts; reviews of street light installations.	169.7	23,813,583	171.1	25,027,654	**179.2**	**27,532,200**
Office of the Director 200003						
Further advance and update, when necessary, the ReBuild Houston Initiative to improve and maintain the city's drainage and street infrastructure by collaborating with related City departments, other governmental agencies, industry and community leaders, advocacy groups, non-profits and residents - to enhance the quality of life and mobility for all.	2.1	268,668	1.9	333,628	**2.0**	**404,000**
PWE - Finance 200005						
Manages fund transfers for CIP projects. In FY18, the Drainage Utility Customer Services (UCS) function is moving to the new UCS division (200010).	16.2	129,671,226	17.0	129,958,187	**0.0**	**129,397,300**
Engineering and Construction Division 200007						
Responsible for the implementation of engineering and construction of infrastructure projects per the City's adopted 5-year CIP plan.	0.0	169,211	0.0	18,820	**0.0**	**249,100**
Information Technology 200008						
Provides helpdesk, desktop, application and work management system support, along with other systems support.	3.0	713,275	3.3	610,724	**4.0**	**1,457,000**

Division Summary

Fund Name : **Dedicated Drainage & Street Renewal Fund**
Business Area : **Public Works & Engineering**
Fund No. /Bus Area No. : **2310 / 2000**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Management Support Branch 200009						
Provides professional services related to employee health and safety, response support in emergencies created by natural or man-made disasters, spill response, contractor compliance, accident and injury investigations, and field surveys/inspections.	1.7	180,381	2.0	239,337	**2.0**	**237,400**
PWE - UCS Division 200010						
Provides customer billing and support for drainage utility customers.	0.0	0	0.0	0	**20.4**	**2,474,600**
Total	463.4	204,510,533	478.4	208,954,461	501.2	215,953,700

Business Area Revenues Summary

Fund Name : Dedicated Drainage & Street Renewal Fund
Business Area : Public Works & Engineering
Fund No./Bus. Area No. : 2310 / 2000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Licenses and Permits	2,636,208	2,053,100	2,375,100	**2,053,100**
Intergovernmental	58,743,635	61,576,000	61,576,000	**49,540,000**
Charges for Services	112,778,129	114,108,300	114,071,098	**114,108,400**
Direct Interfund Services	140,194	200,000	100,000	**200,000**
Other Fines and Forfeits	456	500	500	**500**
Interest	382,030	500,000	600,000	**500,000**
Miscellaneous/Other	1,173,896	897,000	884,202	**884,200**
Other Resources	51,372,144	34,866,000	34,816,000	**34,183,000**
Grand Total Revenues	**227,226,692**	**214,200,900**	**214,422,900**	**201,469,200**

STORM WATER FUND

Description and Mission

The Storm Water Fund is not technically an enterprise fund; however, it is closely associated with the Combined Utility System Fund, so it is grouped with the enterprise funds for clarity. The Combined Utility System transfers funds to this fund to support storm water drainage operation and maintenance activities.

The Department's mission is to inspect, plan and prioritize the City's storm water infrastructure needs as the system is currently configured, delivering the best possible maintenance in a timely and cost-effective manner, and maintaining the storm water flow free of debris and foreign objects.

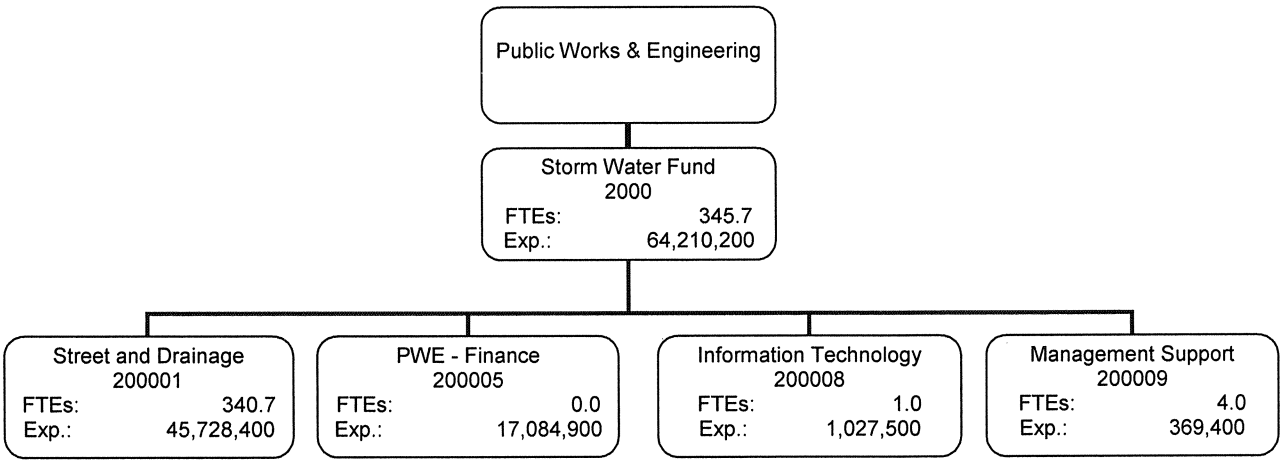
Department Short Term Goals

- Achieve the Street and Drainage (Storm Water Maintenance Branch) annual performance targets and be responsive to 311 requests from the citizens.
- Shift from a reactive approach (fail and fix) to a proactive approach (condition based) by focusing on preventive maintenance.
- Properly maintain storm water infrastructure to reduce the risk of flooding.
- Community involvement:
  - Storm Water Education
  - Adopt-A-Ditch
- Continue to support the Mayor's Storm Water Action Team (SWAT) Initiative.

Department Long Term Goals

- Increase productivity and reduce costs with improved technology, equipment and work procedures.
- Improve and expand our Proactive-Condition Based approach measures to ensure that infrastructure is maintained properly, thereby reducing the risk of flooding.
- Reduce storm sewer pollution and environmental concerns.
- Develop specific professional development efforts related to storm water operations.
- Continue to improve services and responses to 311 requests.

Department Organization



Fund Summary

Fund Name	:	**Storm Water**
Business Area	:	**Public Works & Engineering**
Fund No./Bus. Area No.	:	**2302 / 2000**

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	5,821,076	5,821,076	**7,748,976**
Current Revenues	64,998,800	64,998,800	**58,461,225**
Total Available Resources	70,819,876	70,819,876	**66,210,201**
Maintenance and Operations	53,452,800	47,773,900	**47,329,300**
Debt Services	15,297,000	15,297,000	**16,880,900**
Total Expenditures	68,749,800	63,070,900	**64,210,200**
Planned Ending Fund Balance	2,070,076	7,748,976	**2,000,001**
Total Budget	70,819,876	70,819,876	**66,210,201**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	2,070,076	7,748,976	**2,000,001**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Storm Water Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

In FY2018, $47.3 million is expected to be spent for the maintenance of rights-of-way and drainage infrastructure, such as storm sewers and roadside ditches. Included in the expenditures are approximately $2 million for the Texas Pollutant Discharge Elimination System (TPDES) permit and $3 million to continue the Storm Water Action Team (SWAT) Program Initiative. In addition, $16.9 million is included in debt service, consisting of $15.1 million in principal and interest on the drainage debt, approximately $700,000 in pension obligation bonds, and $1.1 million for the Texas Water Development Board loan.

Business Area Budget Summary

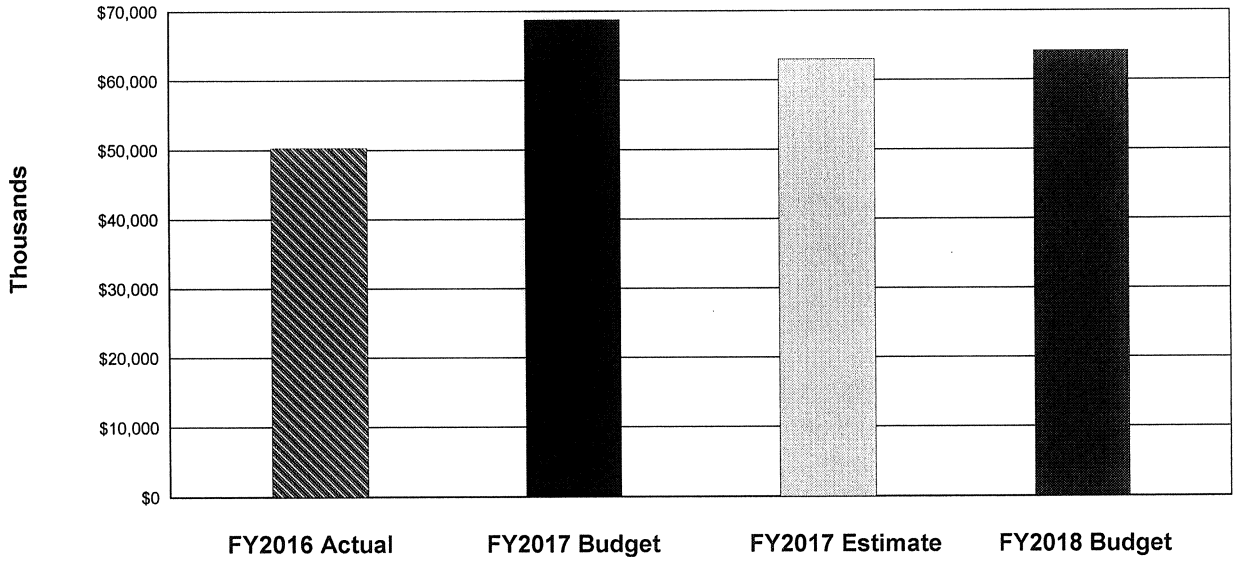
Fund Name : Storm Water
Business Area : Public Works & Engineering
Fund No. /Bus. Area No. : 2302 / 2000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	20,442,263	22,092,800	22,092,797	**23,660,400**
	Supplies	1,567,903	1,861,900	1,774,003	**2,043,900**
	Other Services and Charges	13,138,939	23,358,300	20,104,132	**15,920,200**
	Equipment	384,980	6,050,900	3,753,118	**5,626,900**
	Non-Capital Equipment	35,316	88,900	49,850	**77,900**
	Total M & O Expenditures	35,569,401	53,452,800	47,773,900	**47,329,300**
	Debt Service & Other Uses	14,785,432	15,297,000	15,297,000	**16,880,900**
	Total Expenditure	50,354,833	68,749,800	63,070,900	**64,210,200**
Revenues		54,105,830	64,998,800	64,998,800	**58,461,225**
Staffing	Full-Time Equivalents - Civilian	311.0	331.1	330.7	**345.7**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	311.0	331.1	330.7	**345.7**
	Full-Time Equivalents - Overtime	28.6	15.5	15.7	**20.7**

Significant Budget Changes and Highlights

- o The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- o Includes a contingency to cover the cost of pension obligation bond as a result of the City's Pension Reform Plan.
- o Includes $3 million for the SWAT Program to improve the conveyance of day-to-day storm events through rehab and/or upgrades to the existing drainage infrastructure and expand maintenance capabilities.
- o Includes $2 million funding for FY2017 capital equipment rollovers.
- o Includes funding to maintain the City's TPDES Storm Water Permit.
- o Provides for the de-silting, re-grading and establishment of proper elevation in roadside ditches.
- o Provides for the inspection, repair and maintenance of damaged inlets, manholes and storm sewers.
- o Provides for the maintenance, mowing and de-silting of off-road and esplanade ditches, drainage easements, mowing and herbicide application in the City's right-of-way.
- o Provides for the sweeping of the City's downtown streets and major thoroughfares.

Storm Water
Public Works & Engineering
Expenditure Summary



Business Area Performance Measures

Fund Name : Storm Water
Business Area : Public Works & Engineering
Fund No. /Bus. Area No. : 2302 / 2000

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Drainage System Issues Inspected/Maintained within 30 Days of 311 Complaints	90%	90%	77%	90%
Gutters Swept (curb miles)	12,812	21,500	23,000	20,500
Major Off-Road Channel Inspections (miles)	279	140	140	140
Major Off-Road Channel Maintenance (acres)	10	30	25	30
Roadside Ditches De-Silted/Regraded (miles)	208	170	200	300
Roadside Ditches Inspected (miles)	780	250	500	500
Storm Lines Cleaned - Internal and Contract (miles)	64	50	55	65
Storm Sewer Lines/Leads/Inlets/Manholes Inspected (miles)	424	300	300	300
Street Mowing (1 cycle per year)	100%	100%	100%	100%
Systems Availability - Distributed Servers	99.9%	99.9%	99.9%	99.9%
Systems Availability - Virtual Servers	99.9%	99.9%	99.9%	99.9%
TPDES (MS4) Water Quality Inspections	930	700	700	700
Expenditures Adopted Budget vs Actual Utilization	88%	98%	107%	98%
Revenues Adopted Budget vs Actual Utilization	95%	100%	118%	100%

Division Summary

Fund Name : Storm Water
Business Area : Public Works & Engineering
Fund No. /Bus Area No. : 2302 / 2000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Street and Drainage Division 200001						
Inspects, de-silts, re-grades and establishes proper elevations in roadside and off-road ditches. Cleans and flushes culverts. Inspects, cleans, and repairs current storm sewer infrastructure. Funding includes $3 million for the SWAT Program Intiative.	306.6	35,028,062	325.7	47,055,419	**340.7**	**45,728,400**
PWE - Finance 200005						
Manages payment of the principal and interest on stormwater debt and pension obligation bond debt.	0.0	14,785,643	0.0	15,297,350	**0.0**	**17,084,900**
Information Technology 200008						
Provides the highest quality technology-based services in the most effective and cost-effective manner to facilitate the PWE departmental mission as it applies to planning, operation, maintenance, construction management, and technical engineering of the City's public infrastructure.	1.0	145,199	1.0	355,816	**1.0**	**1,027,500**
Management Support Branch 200009						
Provides training related to various safety practices, safety awareness initiatives and acts as a liason between divisions and certain state and local agencies.	3.4	395,929	4.0	362,315	**4.0**	**369,400**
Total	**311.0**	**50,354,833**	**330.7**	**63,070,900**	**345.7**	**64,210,200**

Business Area Revenues Summary

Fund Name : Storm Water
Business Area : Public Works & Engineering
Fund No./Bus. Area No. : 2302 / 2000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Intergovernmental	1,046,348	0	0	**0**
Direct Interfund Services	1,009	87,700	87,700	**87,700**
Interest	39,428	60,000	60,000	**60,000**
Miscellaneous/Other	161,310	15,000	15,000	**15,000**
Other Resources	52,857,735	64,836,100	64,836,100	**58,298,525**
Grand Total Revenues	**54,105,830**	**64,998,800**	**64,998,800**	**58,461,225**

SPECIAL REVENUE FUNDS

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- Parking Management ..... X - 8

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- Maintenance Renewal and Replacement ..... X - 14

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Fund Summary

Fund Name	:	**BARC Special Revenue**
Business Area	:	**Administration and Regulatory Affairs**
Fund No./Bus. Area No.	:	**2427 / 6500**

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	3,536,255	3,536,255	**3,033,178**
Current Revenues	11,165,414	11,506,750	**10,155,414**
Total Available Resources	14,701,669	15,043,005	**13,188,592**
Maintenance and Operations	13,805,780	12,009,827	**13,168,592**
Total Expenditures	13,805,780	12,009,827	**13,168,592**
Planned Ending Fund Balance	895,889	3,033,178	**20,000**
Total Budget	14,701,669	15,043,005	**13,188,592**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	895,889	3,033,178	**20,000**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate, and the FY2018 Budget for the Bureau of Animal Regulation and Care (BARC) Special Revenue Fund. Also included are the beginning and ending fund balances, total revenues, and total expenditures.

BARC's mission is to promote animal care and to protect the public health through sheltering, pet placement programs, pet ownership education, and animal law enforcement. Our vision is to be the nationally recognized model of excellence in animal care and placement where City governments throughout the United States see BARC as the beacon of best practices dedicated to delivering humane, efficient, and high quality service.

The City Council created the BARC Special Revenue Fund to segregate public donations funding BARC programs from other City revenue, ensuring that donations are used only for the purposes of which they are donated. On November 3, 2010, City Council approved Ordinance 2010-856 creating the BARC Special Revenue Fund transferring a total of $6.1 million from Administration and Regulatory Affair's General Fund.

Since its creation, BARC Special Revenue Fund has continued to improve the level of service available to citizens. On September 3, 2011, BARC established an in-house wellness clinic dedicated to the prevention of various animal related diseases and illnesses. Since being established, this wellness clinic has been successful in providing low cost veterinary services. In November 2012, BARC established an in-house licensing program to replace an outside vendor, ensuring local pet licensing compliance and enhancing public health. In FY2016, BARC opened a new adoption center which allows citizens to adopt without any interference from the other services provided at BARC.

For FY2018, BARC will continue to expand its awareness programs by reaching citizens in targeted areas of the City of Houston, ensuring that BARC's services are known to the public.

Business Area Budget Summary

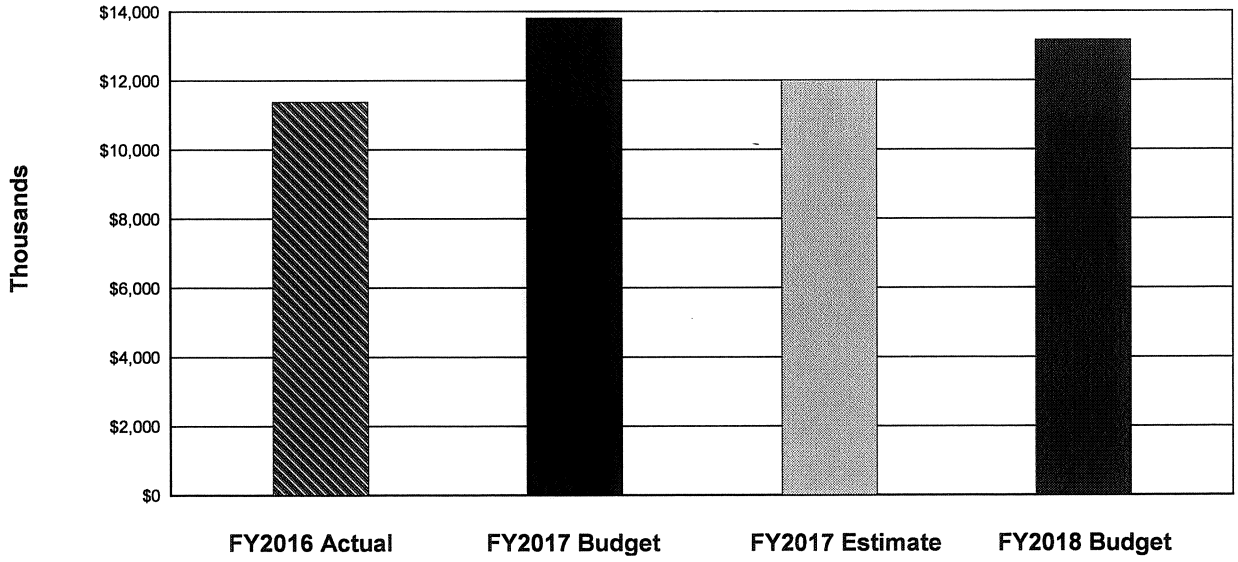
Fund Name : BARC Special Revenue
Business Area : Administration and Regulatory Affairs
Fund No. /Bus. Area No. : 2427 / 6500

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	7,417,104	8,727,177	8,106,744	**8,670,934**
	Supplies	1,437,405	1,879,796	1,367,785	**1,609,956**
	Other Services and Charges	2,279,303	3,140,212	2,481,102	**2,887,702**
	Equipment	237,635	47,995	47,995	**0**
	Non-Capital Equipment	6,878	10,600	6,201	**0**
	Total M & O Expenditures	11,378,325	13,805,780	12,009,827	**13,168,592**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	11,378,325	13,805,780	12,009,827	**13,168,592**
Revenues		11,573,392	11,165,414	11,506,750	**10,155,414**
Staffing	Full-Time Equivalents - Civilian	100.5	119.6	112.9	**116.2**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	100.5	119.6	112.9	**116.2**
	Full-Time Equivalents - Overtime	0.0	0.0	0.1	**0.0**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- BARC will be funded at $5.68 per capita in FY2018, which represents a decrease of 6.0% compared to $6.04 per capita in FY2017.
- Includes an estimated revenue increase of 80% in Animal Wellness Clinic from $500K to $900K.
- Includes an estimated revenue increase of 50% in the Adoption Revenue from $120K to $180K.
- Includes funding from General Fund in the amount of $8.0 million dollars.

BARC Special Revenue
Administration and Regulatory Affairs
Expenditure Summary



Business Area Performance Measures

Fund Name : **BARC Special Revenue**
Business Area : **Administration and Regulatory Affairs**
Fund No. /Bus. Area No. : **2427 / 6500**

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Animal Live Release Rate	79%	68%	79%	73%
Animals Trapped, Neutered, and Returned	1,909	1,700	1,967	1,800
Completed Service Calls for Animal Control Officers	23,385	27,099	27,056	29,000
Service Calls for Animal Control Officers	43,783	54,561	48,266	50,000
Spay and Neuter Procedures Completed	17,243	15,000	18,665	17,500
Expenditures Adopted Budget vs Actual Utilization	92%	98%	87%	98%
Revenues Adopted Budget vs Actual Utilization	101%	100%	103%	100%

Division Summary

Fund Name : **BARC Special Revenue**
Business Area : **Administration and Regulatory Affairs**
Fund No. /Bus Area No. : **2427 / 6500**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
ARA - Special Initiatives 650009						
Special Initiatives coordinates and maintains oversight over BARC's programs that target increased live release rate through animal transport, intake prevention through spaying and neutering, and sponsored adoption events.	1.1	794,645	2.0	593,605	**2.0**	**770,021**
ARA - Administration 650081						
Administration provides support for operations within the BARC division through the facilitation of purchasing, policy, training, budget, warehousing, facility improvements, and other administrative services.	5.6	1,509,334	4.0	1,601,698	**6.0**	**1,968,309**
ARA - Medical 650082						
Medical maintains a comprehensive management and health care program, ensuring that the well-being of all animals is addressed. Medical ensures that the shelter environment exemplifies disease control and promotes the overall health and welfare of animals.	9.8	1,828,968	5.4	1,958,855	**6.2**	**2,256,495**
ARA - Animal Enforcement 650083						
Enforcement protects the health and safety of the residents of the City by facilitating investigations, provisioning support for law enforcement agencies, and providing educational services to the community. Investigations performed by the division handle dangerous animals with potential rabies exposure, livestock law violations and other matters of animal law and animal welfare.	29.8	2,325,365	30.0	2,281,837	**30.0**	**2,288,061**
ARA - Marketing Outreach 650084						
Marketing Outreach creates community awareness of BARC's initiatives and programs through the leadership, design, and implementation of targeted adoption, volunteer, foster and rescue programs.	5.3	541,139	6.5	612,244	**8.0**	**759,241**

Division Summary

Fund Name : **BARC Special Revenue**
Business Area : **Administration and Regulatory Affairs**
Fund No. /Bus Area No. : **2427 / 6500**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
ARA - Customer Service 650085						
Customer Service assists the citizens of Houston with animal intakes, adoptions, pet licensing, and other customer related activity through providing exemplary service for customers that interact and transact with BARC's front counter.	6.1	786,491	10.0	953,749	**10.0**	**978,757**
ARA - Licensing 650086						
Licensing builds and maintains a state of the art licensing program that is designed to be both affordable and beneficial to citizens while ensuring that the City of Houston's legal and compliance requirements are met in full.	3.9	381,545	5.0	454,144	**6.0**	**607,310**
ARA - Shelter 650087						
Shelter ensures the well-being of animals kept on-site by making use of effective cleaning agents, maintaining a regular feeding schedule, monitoring animals, and ensuring that the latest in animal shelter best practices are rigorously followed.	38.9	3,210,838	50.0	3,553,695	**48.0**	**3,540,398**
Total	**100.5**	**11,378,325**	**112.9**	**12,009,827**	**116.2**	**13,168,592**

Business Area Revenues Summary

Fund Name : BARC Special Revenue
Business Area : Administration and Regulatory Affairs
Fund No./Bus. Area No. : 2427 / 6500

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Licenses and Permits	857,685	780,000	780,000	**780,000**
Charges for Services	805,555	600,000	850,000	**1,010,000**
Other Fines and Forfeits	150	0	0	**0**
Interest	66,424	41,521	21,521	**41,521**
Miscellaneous/Other	319,685	220,000	331,336	**300,000**
Other Resources	9,523,893	9,523,893	9,523,893	**8,023,893**
Grand Total Revenues	**11,573,392**	**11,165,414**	**11,506,750**	**10,155,414**

Fund Summary

Fund Name : Parking Management
Business Area : Administration and Regulatory Affairs
Fund No./Bus. Area No. : 8700 / 6500

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	2,347,597	2,347,596	**2,165,937**
Current Revenues	20,420,757	20,796,802	**20,549,819**
Total Available Resources	22,768,354	23,144,398	**22,715,756**
Maintenance and Operations	12,809,512	12,809,512	**13,025,559**
Debt Services	1,168,949	1,168,949	**1,168,949**
Other Interfund Transfers	7,000,000	7,000,000	**7,000,000**
Total Expenditures	20,978,461	20,978,461	**21,194,508**
Planned Ending Fund Balance	1,789,893	2,165,937	**1,521,248**
Total Budget	22,768,354	23,144,398	**22,715,756**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	1,789,893	2,165,937	**1,521,248**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, FY2017 Estimate and FY2018 Budget for the Parking Management Special Revenue Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The Parking Management Operating Fund was reclassified as a Special Revenue Fund in FY2011. This fund supports the activities of the Parking Management Division. This division is also responsible for the enforcement of ordinances that govern vehicles parked in the public right-of-way and the management and distribution of a variety of permits.

The Parking Management Division is dedicated to enhancing the quality of life for residents and visitors of the City of Houston by encouraging the efficient movement of people and goods throughout the City. Parking Management is responsible for managing and providing on-street parking alternatives to the citizens in the greater Houston area.

The Parking Management Special Fund also includes the collection of and recording of receipts from parking permits and meters located within the Washington Avenue Parking Benefit District (PBD). In accordance with Ordinance No. 2012-1097 that created the district pilot parking program, net revenue proceeds collected on behalf of the Washington Avenue Parking Benefit District are to be used to fund projects such as streetscape improvements within the district boundaries. The PBD generated more than $100,000 in gross revenues as of FY2016 and is able to fund projects. FY2017 potential projects include bike racks, b-cycle stations, and new bus shelters. The Advisory Committee is charged with vetting and developing the project list.

Business Area Budget Summary

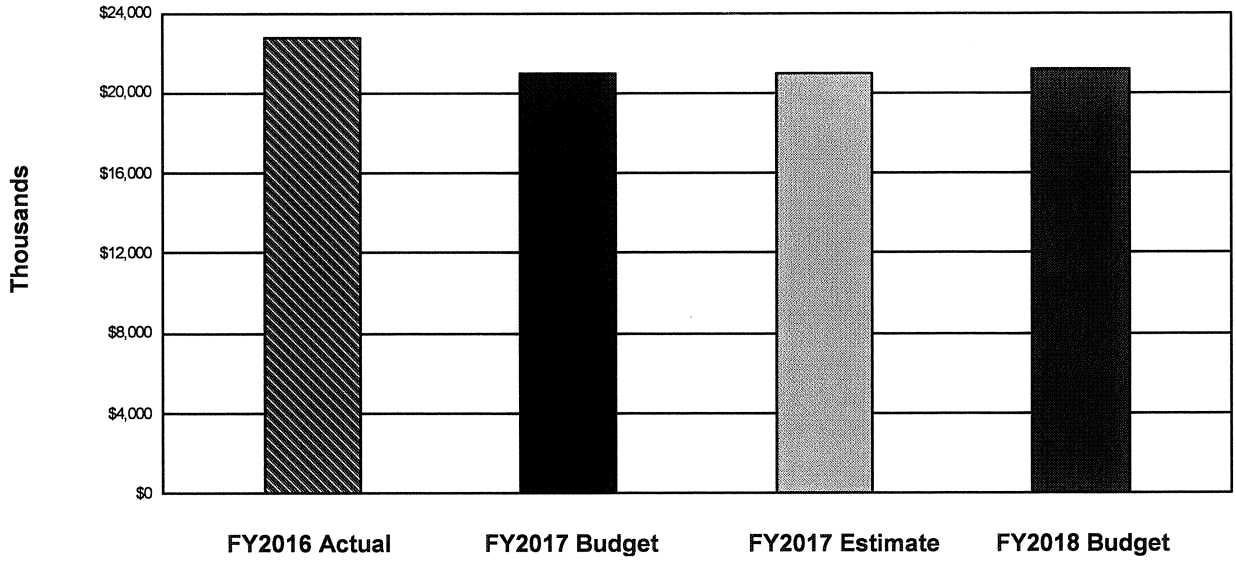
Fund Name : Parking Management
Business Area : Administration and Regulatory Affairs
Fund No. /Bus. Area No. : 8700 / 6500

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	4,700,177	5,066,872	5,066,872	**5,293,460**
	Supplies	383,861	612,946	612,946	**619,246**
	Other Services and Charges	5,187,640	6,749,077	6,749,077	**6,816,643**
	Equipment	83,218	312,217	312,217	**227,810**
	Non-Capital Equipment	2,613	68,400	68,400	**68,400**
	Total M & O Expenditures	10,357,509	12,809,512	12,809,512	**13,025,559**
	Debt Service & Other Uses	12,361,167	8,168,949	8,168,949	**8,168,949**
	Total Expenditure	22,718,676	20,978,461	20,978,461	**21,194,508**
Revenues		22,706,888	20,420,757	20,796,802	**20,549,819**
Staffing	Full-Time Equivalents - Civilian	69.5	74.0	74.0	**74.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	69.5	74.0	74.0	**74.0**
	Full-Time Equivalents - Overtime	0.9	0.9	2.0	**0.9**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution, and municipal employees contractual pay increases.
- Includes Parking Management's transfer to General Fund of $7 million.
- Provides funding for an Automated Parking Guidance System of $956,200.
- Provides funding for conversion from handheld devices to a mobile app for enforcement purposes
- Includes Indirect Cost Allocation payment of $1.38 million.

Parking Management
Administration and Regulatory Affairs
Expenditure Summary



Business Area Performance Measures

Fund Name : Parking Management
Business Area : Administration and Regulatory Affairs
Fund No. /Bus. Area No. : 8700 / 6500

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Meter Transactions	2,628,212	2,404,107	2,404,107	2,404,107
Parking Citations Issued	194,619	200,000	200,000	200,000
Parking Citations Paid	156,273	146,000	146,000	146,000
Vehicle Boots Applied	2,662	2,530	2,330	2,330
Expenditures Adopted Budget vs Actual Utilization	109%	98%	100%	98%
Revenues Adopted Budget vs Actual Utilization	119%	100%	102%	100%

Division Summary

Fund Name : **Parking Management**
Business Area : **Administration and Regulatory Affairs**
Fund No./Bus Area No. : **8700 / 6500**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Administration & Customer Service 650091						
Responsible for managing and monitoring the City of Houston's parking programs. Duties include: management of citation database, sale of permits, commercial vehicle loading/unloading zones, valet parking operators, meter bagging, news racks, and bank deposits of all meter and permit payments received.	19.3	18,083,858	20.0	14,754,818	**20.0**	**14,880,068**
Compliance 650092						
Meter Enforcement staff are responsible for monitoring citizens compliance with the City of Houston's on-street parking ordinance. Search for and boot vehicles for failure to pay parking citations.	34.6	2,421,581	37.0	2,751,372	**37.0**	**2,783,477**
Meter Operation 650093						
Responsible for the collection of coins and bills inserted into the on-street meters and the delivery of the collections to the division's business office. Provides regular maintenance of infrastructure equipment associated with on-street metered parking spaces.	15.6	2,203,237	17.0	3,371,138	**17.0**	**3,429,830**
Washington Avenue PBD 650094						
The Washington Avenue Parking Benefit District (PBD) comprises 350 metered parking spaces and the City shares revenue with the district for public improvement projects per Chapter 26, Article XI of the City Code. The meter revenue split is 60 percent net of costs. The PBD Advisory Committee is charged with developing the project list for the district per Sec.	0.0	10,000	0.0	101,133	**0.0**	**101,133**
Total	**69.5**	**22,718,676**	**74.0**	**20,978,461**	**74.0**	**21,194,508**

Business Area Revenues Summary

Fund Name : **Parking Management**
Business Area : **Administration and Regulatory Affairs**
Fund No./Bus. Area No. : **8700 / 6500**

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Licenses and Permits	514,721	498,231	498,231	498,231
Charges for Services	10,494,778	9,668,190	10,044,235	9,786,798
Other Fines and Forfeits	11,546,624	10,200,903	10,200,903	10,211,357
Interest	49,925	34,000	34,000	34,000
Miscellaneous/Other	100,840	19,433	19,433	19,433
Grand Total Revenues	**22,706,888**	**20,420,757**	**20,796,802**	**20,549,819**

Fund Summary

Fund Name : Maintenance Renewal and Replacement

Fund No./Bus. Area No. : 2105 / 2500 / 3600

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	1,529,206	1,529,206	**1,534,974**
Current Revenues	17,906,251	17,912,019	**20,922,003**
Total Available Resources	19,435,457	19,441,225	**22,456,977**
Maintenance and Operations	17,906,251	17,906,251	**20,922,003**
Total Expenditures	17,906,251	17,906,251	**20,922,003**
Planned Ending Fund Balance	1,529,206	1,534,974	**1,534,974**
Total Budget	19,435,457	19,441,225	**22,456,977**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	1,529,206	1,534,974	**1,534,974**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, FY2017 Estimate and FY2018 Budget for the Maintenance Renewal and Replacement (MRR) Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The Maintenance Renewal and Replacement Fund was created on June 10, 2014 (Ordinance 2014-602). The fund provides funding for the maintenance and replacement of building systems in order to protect and preserve the City of Houston's assets and investments. This fund recognizes the shared responsibility of the City and its departments to maintain, upgrade, or replace building systems as they approach the end of their useful life cycle. The monitoring of equipment regularly is essential to the development and maintenance of the physical infrastructure and security systems.

The General Services Department will utilize the funding to evaluate and promote proactive maintenance renewal and replacement programs for the properties it manages.

The Parks and Recreation Department will utilize the funding to avoid deferred maintenance issues and retain usable condition of its facilities and assets.

Business Area Budget Summary

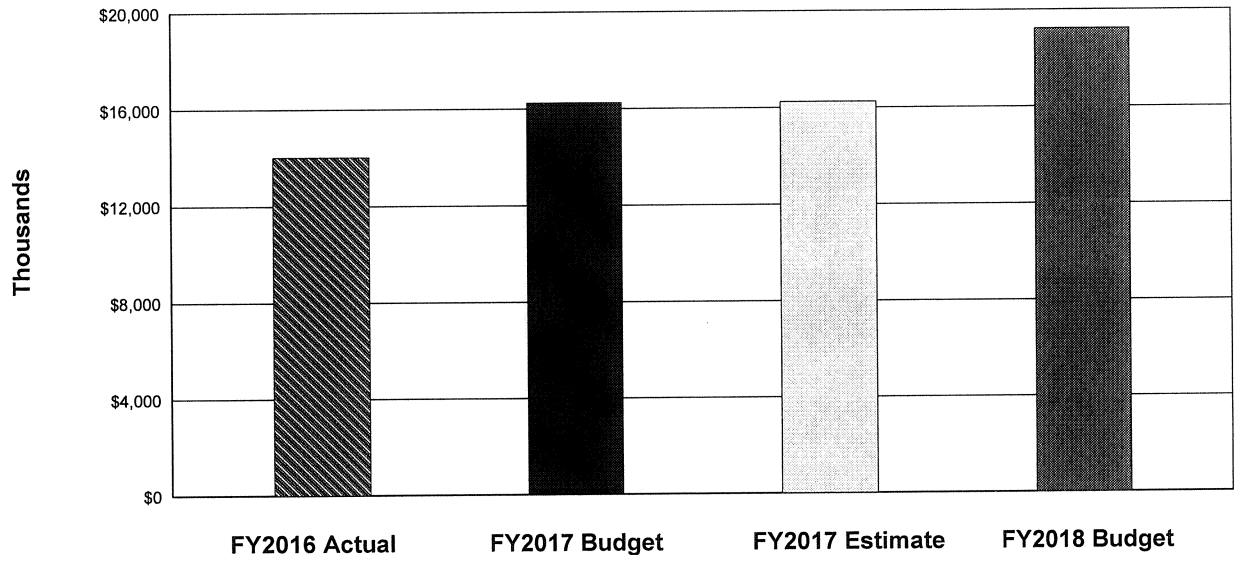
Fund Name : Maintenance Renewal and Replacement
Business Area : General Services
Fund No. /Bus. Area No. : 2105 / 2500

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	4,943,179	5,304,195	5,304,195	**5,858,699**
	Supplies	1,599,935	1,662,203	1,662,203	**2,030,443**
	Other Services and Charges	7,466,093	9,236,566	9,236,566	**11,332,055**
	Equipment	18,273	0	0	**0**
	Non-Capital Equipment	0	46,378	46,378	**4,606**
	Total M & O Expenditures	14,027,480	16,249,342	16,249,342	**19,225,803**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	14,027,480	16,249,342	16,249,342	**19,225,803**
Revenues		14,838,819	16,249,342	16,255,110	**19,225,803**
Staffing	Full-Time Equivalents - Civilian	62.4	74.8	74.8	**74.9**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	62.4	74.8	74.8	**74.9**
	Full-Time Equivalents - Overtime	2.0	3.8	3.8	**3.8**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- Includes $2.9 million increase in asset maintenance renewal and replacement.

Maintenance Renewal and Replacement
General Services
Expenditure Summary



Business Area Performance Measures

Fund Name : Maintenance Renewal and Replacement
Business Area : General Services
Fund No. /Bus. Area No. : 2105 / 2500

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Facility Conversion Cyber Locks Installed	36	10	8	12
Facility Security Equipment Assessments	0	20	27	24
Maintenance Work Orders Completed	23,301	18,500	18,850	18,500
Preventative Maintenance Expenditures vs. Asset Replacement Value - New Facilities	N/A	2%	2%	2%
Preventative Maintenance Expenditures vs. Total Maintenance Expenditures	24%	28%	28%	28%
Total Annual Operating Maintenance Expenditures vs. Asset Replacement Value - Existing Facilities	0.83%	0.93%	0.93%	0.93%
Expenditures Adopted Budget vs Actual Utilization	95%	98%	100%	98%
Revenues Adopted Budget vs Actual Utilization	100%	100%	100%	100%

Division Summary

Fund Name : Maintenance Renewal and Replacement
Business Area : General Services
Fund No. /Bus Area No. : 2105 / 2500

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
GSD - Maintenance Renewal & Replacement 250010						
Provides preventive and corrective maintenance and replacement of, but not limited to: mechanical equipment and routine repairs of electrical, plumbing, HVAC, security monitoring equipment, and structural and energy management systems. Maintains physical security equipment such as: closed circuit TV, access control equipment, security computer servers, surveillance storage equipment, and intrusion alarm systems.	62.4	14,027,480	74.8	16,249,342	**74.9**	**19,225,803**
Total	**62.4**	**14,027,480**	**74.8**	**16,249,342**	**74.9**	**19,225,803**

Business Area Revenues Summary

Fund Name : **Maintenance Renewal and Replacement**
Business Area : **General Services**
Fund No./Bus. Area No. : **2105 / 2500**

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Interest	52,093	20,000	20,000	**0**
Miscellaneous/Other	24,583	0	5,768	**0**
Other Resources	14,762,143	16,229,342	16,229,342	**19,225,803**
Grand Total Revenues	**14,838,819**	**16,249,342**	**16,255,110**	**19,225,803**

Business Area Budget Summary

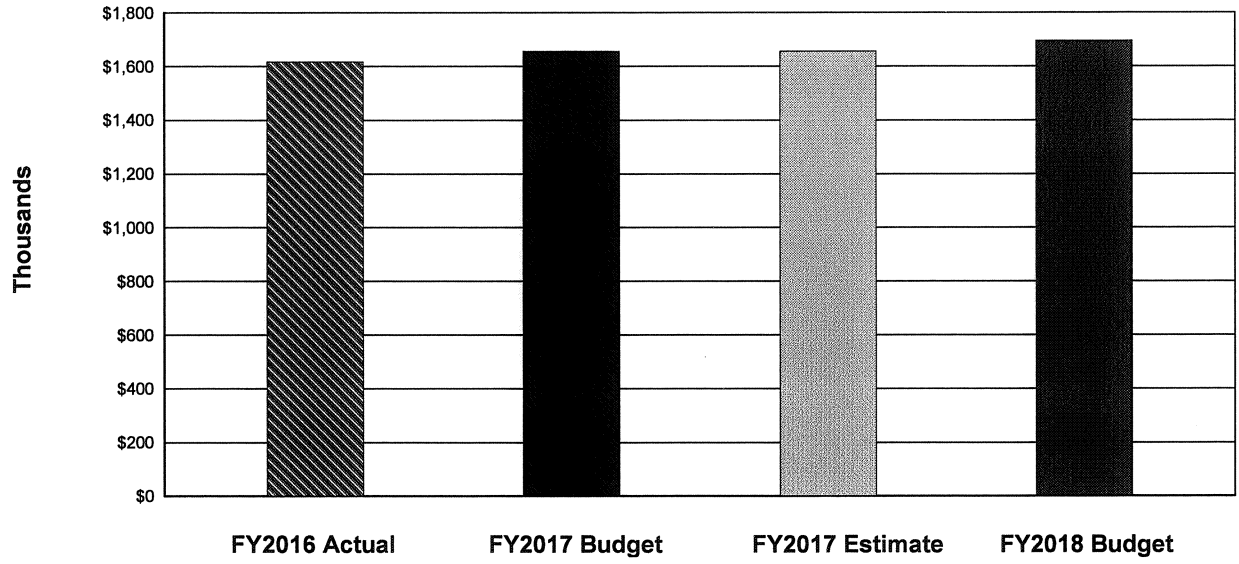
Fund Name : Maintenance Renewal and Replacement
Business Area : Parks and Recreation
Fund No. /Bus. Area No. : 2105 / 3600

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	923,069	1,005,869	1,005,869	**1,035,232**
	Supplies	121,069	121,683	121,683	**258,173**
	Other Services and Charges	356,307	529,357	529,357	**402,795**
	Equipment	15,970	0	0	**0**
	Total M & O Expenditures	1,416,415	1,656,909	1,656,909	**1,696,200**
	Debt Service & Other Uses	200,000	0	0	**0**
	Total Expenditure	1,616,415	1,656,909	1,656,909	**1,696,200**
Revenues		1,649,080	1,656,909	1,656,909	**1,696,200**
Staffing	Full-Time Equivalents - Civilian	13.1	17.0	17.0	**17.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	13.1	17.0	17.0	**17.0**
	Full-Time Equivalents - Overtime	0.1	0.0	0.0	**0.1**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- Establish and/or incorporate industry best practices and preventive maintenance of Parks facilities and amenities.
- Includes funding for routine maintenance of irrigation systems for sports fields and esplanades.

Maintenance Renewal and Replacement
Parks and Recreation
Expenditure Summary



Business Area Performance Measures

Fund Name : Maintenance Renewal and Replacement
Business Area : Parks and Recreation
Fund No. /Bus. Area No. : 2105 / 3600

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Facility Work Orders Completed	N/A	2,400	2,800	3,900
Irrigation Repair Orders Completed	N/A	700	750	800
Playground Inspections	N/A	900	950	1,000
Expenditures Adopted Budget vs Actual Utilization	98%	98%	100%	98%
Revenues Adopted Budget vs Actual Utilization	100%	100%	100%	100%

Division Summary

Fund Name : Maintenance Renewal and Replacement
Business Area : Parks and Recreation
Fund No. /Bus Area No. : 2105 / 3600

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
PRD - Maintenance Renewal & Replacement 360016						
Maintenance of all existing facilities through planning, coordinating, and monitoring of renovations. In addition, perform routine inspection and maintenance of the irrigation systems throughout Parks and Recreation sports fields and esplanades.	13.1	1,616,415	17.0	1,656,909	**17.0**	**1,696,200**
Total	**13.1**	**1,616,415**	**17.0**	**1,656,909**	**17.0**	**1,696,200**

Business Area Revenues Summary

Fund Name : Maintenance Renewal and Replacement
Business Area : Parks and Recreation
Fund No./Bus. Area No. : 2105 / 3600

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Other Resources	1,649,080	1,656,909	1,656,909	**1,696,200**
Grand Total Revenues	**1,649,080**	**1,656,909**	**1,656,909**	**1,696,200**

Fund Summary

Fund Name	:	**Essential Public Health Services Fund**
Business Area	:	**Houston Health Department**
Fund No./Bus. Area No.	:	**2010 / 3800**

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	11,519,891	11,519,891	**11,254,885**
Current Revenues	24,694,200	22,501,111	**25,446,521**
Total Available Resources	36,214,091	34,021,002	**36,701,406**
Maintenance and Operations	26,109,199	22,766,117	**29,148,941**
Total Expenditures	26,109,199	22,766,117	**29,148,941**
Planned Ending Fund Balance	10,104,892	11,254,885	**7,552,465**
Total Budget	36,214,091	34,021,002	**36,701,406**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	10,104,892	11,254,885	**7,552,465**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Essential Public Health Services Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The Essential Public Health Services Fund was created in FY2013 for the purpose of offsetting costs associated with the administration of Medicaid Transformation Waiver projects and to perform other essential public health services as defined in Chapter 121 of the Texas Health and Safety Code. This fund will capture the costs and reimbursement of the expenses for the projects. The expected reimbursements are for costs that are incurred for the expansion of health and human services.

The Centers for Medicare and Medicaid Services (CMS) approved the Texas request for a new Medicaid Demonstration Waiver in accordance with section 1115 of the Social Security Act. The waiver was approved through September 30, 2016. The waiver allows the state to expand Medicaid managed care while preserving hospital funding and provides incentive payments for health care improvements. Participants who implement the projects will earn payments by meeting performance targets.

As a participant, the City of Houston submitted a plan that identifies projects to carry out as well as the performance targets to be met semi-annually for each project. The Houston Health Department (HHD) will proceed with each project, meet the performance targets, report the progress, and simultaneously request payment for reimbursement. CMS will review reports submitted by the City of Houston and reimburse an assigned value for the project based upon achievement of specific objectives. The assigned value includes 100% reimbursement of the program costs and the required 42% local match for the project.

Business Area Budget Summary

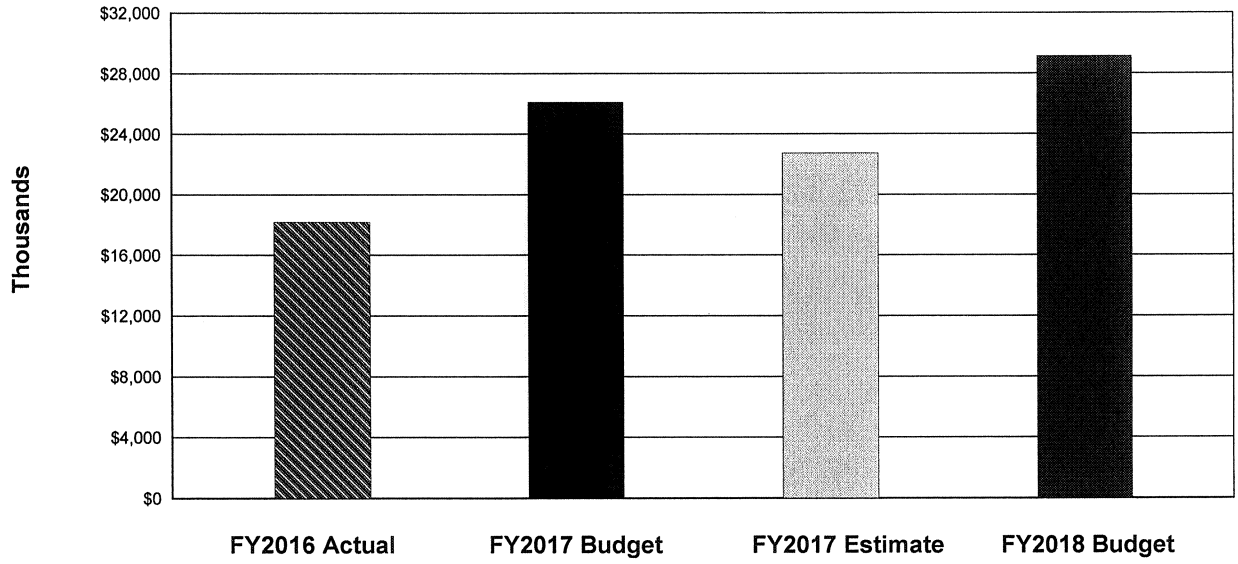
Fund Name : Essential Public Health Services Fund
Business Area : Houston Health Department
Fund No. /Bus. Area No. : 2010 / 3800

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	11,594,834	16,228,368	13,017,700	**18,440,627**
	Supplies	659,375	853,576	853,576	**1,381,300**
	Other Services and Charges	5,440,194	8,083,060	7,951,841	**8,972,014**
	Equipment	147,161	106,195	105,000	**45,000**
	Non-Capital Equipment	350,552	838,000	838,000	**310,000**
	Total M & O Expenditures	18,192,116	26,109,199	22,766,117	**29,148,941**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	18,192,116	26,109,199	22,766,117	**29,148,941**
Revenues		17,192,379	24,694,200	22,501,111	**25,446,521**
Staffing	Full-Time Equivalents - Civilian	94.9	182.0	137.5	**201.7**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	94.9	182.0	137.5	**201.7**
	Full-Time Equivalents - Overtime	0.0	0.0	4.5	**0.0**

Significant Budget Changes and Highlights

- o FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractural pay increases.
- o FY2018 Budget includes costs and reimbursement for additional projects related to the expansion of public health and human services.
- o FY2018 Revenue Budget includes carry forward reimbursements from prior year.

Essential Public Health Services Fund
Houston Health Department
Expenditure Summary



Division Summary

Fund Name : Essential Public Health Services Fund
Business Area : Houston Health Department
Fund No. /Bus Area No. : 2010 / 3800

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Essential Public Health Services 380007						
Essential Public Health Services is created for the purpose of offsetting costs associated with the administration of Medicaid Transformation Waiver projects and to perform other essential public health services.	94.9	18,192,116	137.5	22,766,117	**201.7**	**29,148,941**
Total	**94.9**	**18,192,116**	**137.5**	**22,766,117**	**201.7**	**29,148,941**

Business Area Revenues Summary

Fund Name : Essential Public Health Services Fund
Business Area : Houston Health Department
Fund No./Bus. Area No. : 2010 / 3800

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Intergovernmental	16,695,551	24,604,200	22,351,111	**25,296,521**
Interest	114,503	90,000	150,000	**150,000**
Miscellaneous/Other	382,325	0	0	**0**
Grand Total Revenues	**17,192,379**	**24,694,200**	**22,501,111**	**25,446,521**

Fund Summary

Fund Name	:	**Health Special Revenue**
Business Area	:	**Houston Health Department**
Fund No./Bus. Area No.	:	**2002 / 3800**

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	5,806,829	5,806,829	**4,789,249**
Current Revenues	4,022,500	3,137,000	**4,081,300**
Total Available Resources	9,829,329	8,943,829	**8,870,549**
Maintenance and Operations	5,130,930	4,154,580	**5,805,339**
Total Expenditures	5,130,930	4,154,580	**5,805,339**
Planned Ending Fund Balance	4,698,399	4,789,249	**3,065,210**
Total Budget	9,829,329	8,943,829	**8,870,549**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	4,698,399	4,789,249	**3,065,210**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Health Special Revenue Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures. The Health Special Revenue Fund contains several revenue generating activities that are supported by ordinances, including the following:

1. Consumer Foods Technology Fee - Sec. 20 - 38: Revenue stream that includes the $10 permit technology fee and the $200 mobile unit surveillance monitoring fees established in 2007. These fees are dedicated to the purchase and maintenance of technology used by inspection staff. These fees also provide funding for maintenance of the application software used by field and office staff. The $200 mobile unit surveillance fee supports the application software and hardware that tracks the frequency of visits of mobile food units to any of the14 approved servicing commissaries in the City.

2. Ambulance Permit Fee - Sec. 4 - 19 - Disposition of certain fees: All fees collected under sections 4-3 and 4-16 of this Code shall be allocated to the Houston Health Department (HHD) to fund the inspection of ambulances and permitting of ambulance operators as required by this chapter.

3. Vital Statistics - Sec. 21 - 225 - Certified copies of records, searches, amendments: Upon receipt of a completed application form and the applicable fee prescribed by law, the registrar of births, deaths and stillbirths shall provide certified copies of birth certificates (conventional or wallet size), death certificates and fetal death certificates. The fee for the foregoing certificates shall be an amount equal to that imposed by the Texas Department of Health or Texas Health and Safety Code, whichever is greater. The expedited processing requires an additional fee of $15 to defray the added costs associated with the special handling of the application. The aforesaid expedited processing fee shall be payable for each separate request for document copies submitted on an expedited basis, regardless of the number of different documents or the number of copies specified in the request.

4. Specific public health purposes for HHD as appropriated by Ordinance 2010-692 for Tuberculosis, Re-Entry and Kid's Village Initiative.

5. Donated funds for community activities or special events coordinated by Children and Family Services Division and Community Health Services Division.

6. Geriatric Dental Program - Ordinance 2012-0254 approving and authorizing deposit of all revenue generated from the Geriatric Dental Program, including Medicaid fee-for-services payments and other fees generated from the operation and administration of the program, into the Health Special Revenue Fund to be used exclusively to defray the costs associated with the administration and operation of the program.

Business Area Budget Summary

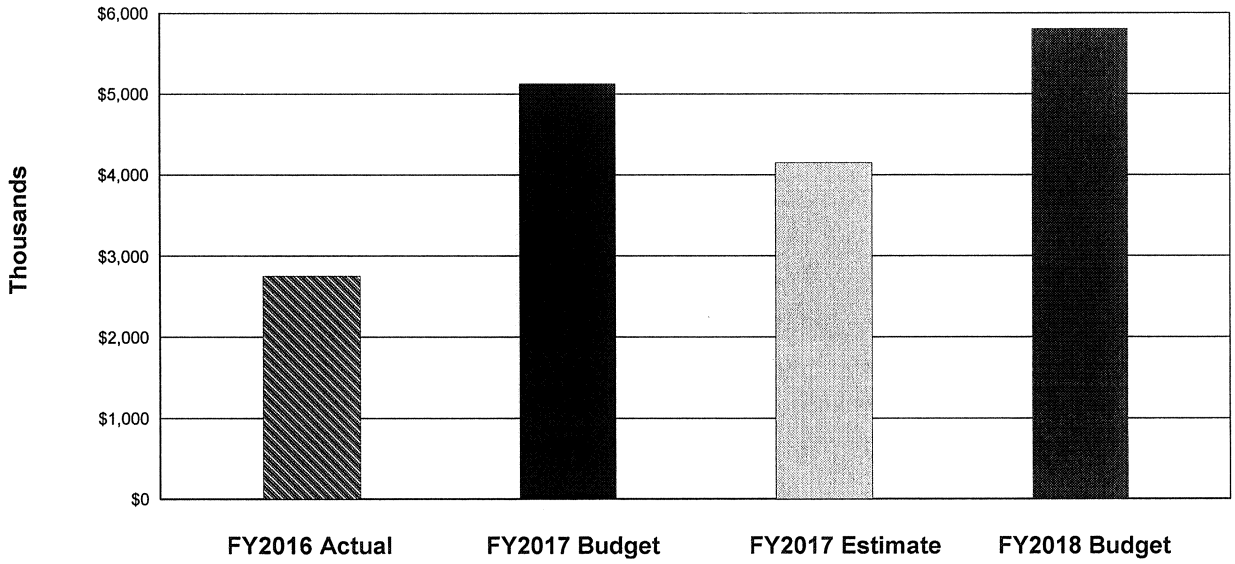
Fund Name : Health Special Revenue
Business Area : Houston Health Department
Fund No. /Bus. Area No. : 2002 / 3800

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	971,434	1,730,733	1,628,300	**2,179,484**
	Supplies	212,962	497,645	308,700	**554,145**
	Other Services and Charges	1,536,709	2,605,653	1,930,580	**2,927,710**
	Equipment	20,658	239,000	239,000	**24,000**
	Non-Capital Equipment	16,171	57,899	48,000	**120,000**
	Total M & O Expenditures	2,757,934	5,130,930	4,154,580	**5,805,339**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	2,757,934	5,130,930	4,154,580	**5,805,339**
Revenues		3,173,179	4,022,500	3,137,000	**4,081,300**
Staffing	Full-Time Equivalents - Civilian	13.6	21.9	18.0	**26.1**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	13.6	21.9	18.0	**26.1**
	Full-Time Equivalents - Overtime	0.1	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for the health benefits, pension contribution and municipal employees contractual pay increases.
- FY2018 Budget includes funding for 4.8 FTEs in the Radio Frequency Identification Device (RFID) program for the code enforcement and inspections of Mobile Food Vendors.
- FY2018 Budget includes funding of $865,500 for Veteran Directed Home and Community Based Services (VD-HCBS) program which provides assistance to senior veterans. This program has been budgeted in FY2017 by U.S. Department of Veterans Affairs; however the start up is deferred until FY2018.

Health Special Revenue
Houston Health Department
Expenditure Summary



Business Area Performance Measures

Fund Name : Health Special Revenue
Business Area : Houston Health Department
Fund No. /Bus. Area No. : 2002 / 3800

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Congregate Meals for Senior Citizens	31,939	30,000	30,000	30,000
Consumer Foods Technology Fees	29,264	28,810	28,589	28,594
Private Ambulance Inspections/Permits	1,045	1,096	1,743	1,898
Radio Frequency Identification Device Permits	838	774	929	938
Expenditures Adopted Budget vs Actual Utilization	66%	98%	81%	98%
Revenues Adopted Budget vs Actual Utilization	105%	100%	78%	100%

Division Summary

Fund Name : Health Special Revenue
Business Area : Houston Health Department
Fund No. /Bus Area No. : 2002 / 3800

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Director's Office 380001						
The Director's Office provides oversight and input related to legislative and health policy issues, facilitates department strategic planning, and acts as liaison for community stakeholders. Instrumental in providing direction for administrative support, management, and programmatic issues. In FY2018 the Veterans Affairs Program is moving to Group 38009.	0.0	-30,607	0.0	2,900	**0.0**	**0**
HHD - Administrative Services 380002						
Administrative Services Division consists of General Fund, Special Revenue Funds and Grants Budget Groups, Contracts and Procurement, Business Management, Birth and Death Certificates and Facility Maintenance. Includes charges for resticted accounts.	2.0	284,896	3.0	865,841	**5.0**	**1,335,028**
Children and Family Services 380003						
Instrumental in promoting optimal growth of Houston's at-risk mothers, babies and small children through nutrition, nutrition education and referral services. Promotes the well-being and quality of life for seniors and assists with oral health and preventive dental cares for at-risk Houston children. In FY2018, the function of Children and Family Services is moving to Group 380009.	0.0	0	0.0	500	**0.0**	**0**
Environmental Health Services 380004						
The Environmental Health Division consists of the Bureaus of Air Quality Control (BAQC), Water Resources Protection (BWRP), Consumer Health Services (BCHS), and Community and Children's Environmental Health (BCCEH). In FY2018, added FTEs in the Radio Frequency Identification Device Program.	3.9	541,243	3.8	711,040	**8.8**	**1,040,141**
Community Health Services 380005						
Community Health Services provides public health clinical and social support services to enhance the health and well-being of individuals through a network of Houston area health centers and multi-service centers. Key components include HIV/STD prevention, TB Control, Family Planning and Immunizations.	7.7	1,579,926	8.1	1,954,400	**6.9**	**1,899,246**
Surveillance & Public Health Preparedness 380006						
Surveillance and Public Health Preparedness consists of Epidemiology, Laboratory Services and Public Health Preparedness. In FY2017 cost were included for IKE Recovery, with no anticipation in FY2018.	0.0	159	0.0	104,599	**0.0**	**0**

Division Summary

Fund Name : Health Special Revenue
Business Area : Houston Health Department
Fund No. /Bus Area No. : 2002 / 3800

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Essential Public Health Services 380007						
The Division of Aging, Chronic Disease, and Injury Prevention (ACDIP) provides individual and population based services for Houstonians across the age life-span. Activities and services provided include adolescent health and youth development, chronic disease prevention and management, and services for seniors. Includes Farmers Market and expenditures related to CIGNA contribution.	0.0	61,198	0.0	110,100	**0.0**	**187,000**
HHD - Human Services 380009						
Promotes the well-being and quality of life for seniors, and adolescents. This division includes aging and injury prevention activities that provides individual and population based services for Houstonians across the age life-span. Activities and services provided include adolescent health and youth development and services for seniors. In FY2018, the function of the Veterans Affairs Program moved from Group 380001.	0.0	321,119	3.1	405,200	**5.4**	**1,343,924**
Total	**13.6**	**2,757,934**	**18.0**	**4,154,580**	**26.1**	**5,805,339**

Business Area Revenues Summary

Fund Name : Health Special Revenue
Business Area : Houston Health Department
Fund No./Bus. Area No. : 2002 / 3800

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Licenses and Permits	305,945	317,300	360,000	**365,800**
Charges for Services	946,909	931,300	851,500	**870,700**
Interest	41,284	42,400	53,500	**53,500**
Miscellaneous/Other	1,479,041	2,331,500	1,472,000	**2,391,300**
Other Resources	400,000	400,000	400,000	**400,000**
Grand Total Revenues	**3,173,179**	**4,022,500**	**3,137,000**	**4,081,300**

Fund Summary

Fund Name : Laboratory Operations and Maintenance
Business Area : Houston Health Department
Fund No./Bus. Area No. : 2008 / 3800

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	317,252	317,252	**99,052**
Current Revenues	463,800	475,900	**530,700**
Total Available Resources	781,052	793,152	**629,752**
Maintenance and Operations	694,100	694,100	**629,752**
Total Expenditures	694,100	694,100	**629,752**
Planned Ending Fund Balance	86,952	99,052	**0**
Total Budget	781,052	793,152	**629,752**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	86,952	99,052	**0**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Laboratory Operations and Maintenance Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The Laboratory Operations and Maintenance Fund is designated for the retention of revenues from laboratory fees, which pertains to Ordinance Amending Chapter 21 of the Code of Ordinances. Laboratory fees charged and revenues collected are to defray the costs associated with the purchase, maintenance, operation, and utilization of the City's laboratories, including but not limited to, infrastructure, equipment, supplies, software, and hardware systems and with performing public health surveillance tests.

Business Area Budget Summary

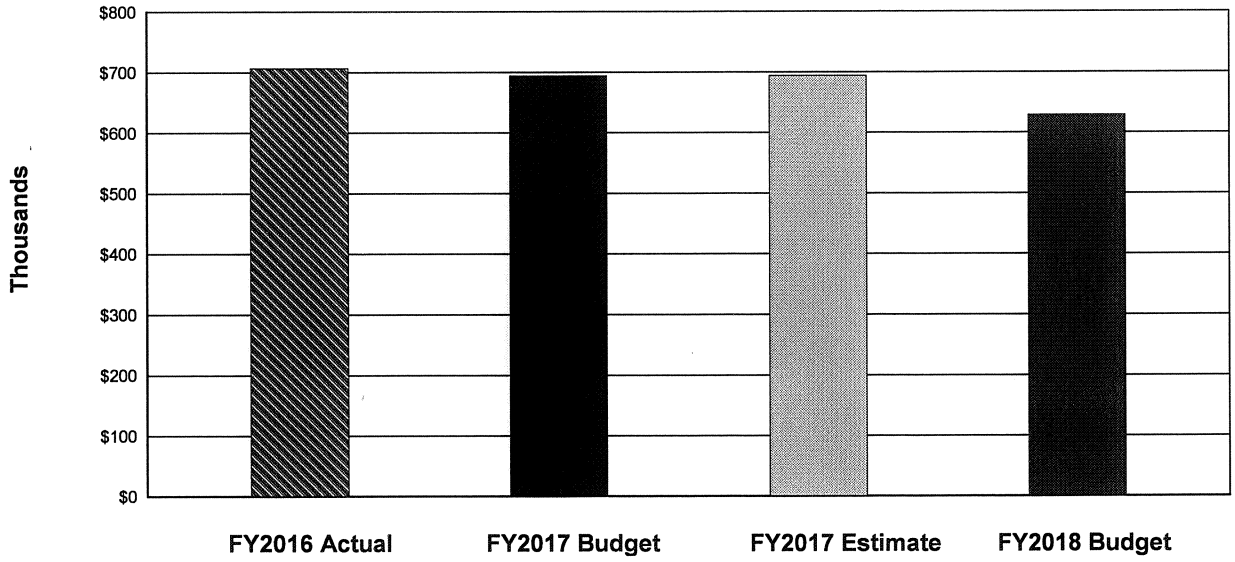
Fund Name : Laboratory Operations and Maintenance
Business Area : Houston Health Department
Fund No. /Bus. Area No. : 2008 / 3800

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Supplies	265,748	155,800	155,800	**72,400**
	Other Services and Charges	433,453	514,200	514,200	**557,352**
	Equipment	7,515	21,600	21,600	**0**
	Non-Capital Equipment	329	2,500	2,500	**0**
	Total M & O Expenditures	707,045	694,100	694,100	**629,752**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	707,045	694,100	694,100	**629,752**
Revenues		493,604	463,800	475,900	**530,700**
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

o Environmental lab testing revenue will increase due to milk and dairy testing for the State of Texas.

Laboratory Operations and Maintenance
Houston Health Department
Expenditure Summary



Business Area Performance Measures

Fund Name : Laboratory Operations and Maintenance
Business Area : Houston Health Department
Fund No. /Bus. Area No. : 2008 / 3800

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Laboratory Tests Performed	35,498	32,452	32,452	32,452
Expenditures Adopted Budget vs Actual Utilization	99%	98%	100%	98%
Revenues Adopted Budget vs Actual Utilization	92%	100%	103%	100%

Division Summary

Fund Name : Laboratory Operations and Maintenance
Business Area : Houston Health Department
Fund No. /Bus Area No. : 2008 / 3800

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Surveillance & Public Health Preparedness 380006						
Environmental and Clinical Laboratory testing.	0.0	707,045	0.0	694,100	**0.0**	**629,752**
Total	**0.0**	**707,045**	**0.0**	**694,100**	**0.0**	**629,752**

Business Area Revenues Summary

Fund Name : Laboratory Operations and Maintenance
Business Area : Houston Health Department
Fund No./Bus. Area No. : 2008 / 3800

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Charges for Services	489,396	460,500	452,600	**527,400**
Interest	4,208	3,300	3,300	**3,300**
Miscellaneous/Other	0	0	20,000	**0**
Grand Total Revenues	**493,604**	**463,800**	**475,900**	**530,700**

Fund Summary

Fund Name : Special Waste
Business Area : Houston Health Department
Fund No./Bus. Area No. : 2423 / 3800

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	2,391,045	2,391,045	**2,030,074**
Current Revenues	4,079,200	4,084,800	**4,137,000**
Total Available Resources	6,470,245	6,475,845	**6,167,074**
Maintenance and Operations	4,603,704	4,445,771	**4,297,775**
Total Expenditures	4,603,704	4,445,771	**4,297,775**
Planned Ending Fund Balance	1,866,541	2,030,074	**1,869,299**
Total Budget	6,470,245	6,475,845	**6,167,074**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	1,866,541	2,030,074	**1,869,299**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Special Waste Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The Fats, Oil, and Grease (FOG) section is responsible for the permitting of all special waste generators, transporters, and biological pretreaters in the City of Houston. The mentioned entities are regulated by Environmental Investigators who are charged with the responsibility of conducting routine inspections and providing technical knowledge for complaint investigations. Investigators conduct routine inspections to assure that generators are complying with the cleaning requirements and other regulations mandated by the FOG ordinance. Special waste transporters and biological pretreaters are monitored to assure that waste loads from generators are treated and disposed of properly. The goal of the FOG program is to prevent the infiltration of fats, oils, and grease into the sanitary sewer, and to assure that the City's infrastructure and the health of the citizens are protected. The FOG program is responsible for conducting over 15,000 inspections annually on commercial establishments that includes restaurants, carwashes, laundry mats, and dry cleaners.

Revenue from permitting and collaboration with the Public Works and Engineering Department is based on inspections and investigations conducted. The revenue is used for numerous reasons to support and provide resources useful to the program, such as personnel cost. Field investigators are supplied with tools such as laptops and network equipment to input daily field activities. In addition, sampling equipment and other supplies are necessary to conduct proper and efficient field investigations. Print shop costs are also pertinent for supplying stakeholders with manifests that are purchased by the section and sold to the stakeholders on an as-needed basis to document the collection, transportation, and disposal of City-regulated waste.

Business Area Budget Summary

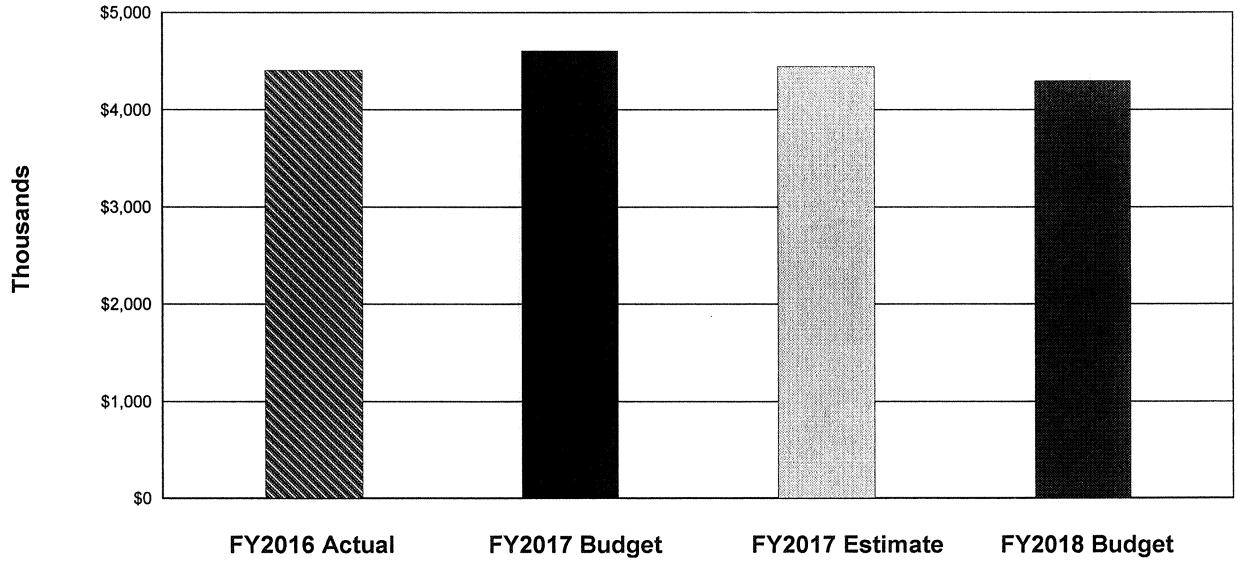
Fund Name : Special Waste
Business Area : Houston Health Department
Fund No. /Bus. Area No. : 2423 / 3800

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	3,051,117	3,744,013	3,638,300	**3,784,531**
	Supplies	38,094	94,600	71,800	**73,100**
	Other Services and Charges	1,312,271	408,871	408,871	**351,542**
	Equipment	0	314,800	314,800	**70,002**
	Non-Capital Equipment	3,523	41,420	12,000	**18,600**
	Total M & O Expenditures	4,405,005	4,603,704	4,445,771	**4,297,775**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	4,405,005	4,603,704	4,445,771	**4,297,775**
Revenues		3,991,384	4,079,200	4,084,800	**4,137,000**
Staffing	Full-Time Equivalents - Civilian	25.0	45.4	43.3	**44.9**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	25.0	45.4	43.3	**44.9**
	Full-Time Equivalents - Overtime	0.5	0.6	1.2	**0.6**

Significant Budget Changes and Highlights

o The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.

Special Waste
Houston Health Department
Expenditure Summary



Business Area Performance Measures

Fund Name : Special Waste
Business Area : Houston Health Department
Fund No. /Bus. Area No. : 2423 / 3800

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Fats, Oil, and Grease (FOG) Inspections	16,044	30,420	30,422	24,131
Expenditures Adopted Budget vs Actual Utilization	95%	98%	97%	98%
Revenues Adopted Budget vs Actual Utilization	142%	100%	100%	100%

Division Summary

Fund Name : Special Waste
Business Area : Houston Health Department
Fund No. /Bus Area No. : 2423 / 3800

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Environmental Health Services 380004						
The Environmental Health Division consists of the Bureaus of Air Quality Control (BAQC), Water Resources Protection (BWRP), Consumer Health Services (BCHS), and Community and Children's Environmental Health (BCCEH).	25.0	4,405,005	43.3	4,445,771	**44.9**	**4,297,775**
Total	**25.0**	**4,405,005**	**43.3**	**4,445,771**	**44.9**	**4,297,775**

Business Area Revenues Summary

Fund Name : Special Waste
Business Area : Houston Health Department
Fund No./Bus. Area No. : 2423 / 3800

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Licenses and Permits	2,870,854	2,847,800	2,847,800	**2,905,600**
Interest	20,104	31,400	31,400	**31,400**
Miscellaneous/Other	3,102	0	5,600	**0**
Other Resources	1,097,324	1,200,000	1,200,000	**1,200,000**
Grand Total Revenues	**3,991,384**	**4,079,200**	**4,084,800**	**4,137,000**

Fund Summary

Fund Name : Swimming Pool Safety
Business Area : Houston Health Department
Fund No./Bus. Area No. : 2009 / 3800

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	918,861	918,861	**811,206**
Current Revenues	1,224,700	1,095,800	**1,117,600**
Total Available Resources	2,143,561	2,014,661	**1,928,806**
Maintenance and Operations	1,203,455	1,203,455	**1,280,646**
Total Expenditures	1,203,455	1,203,455	**1,280,646**
Planned Ending Fund Balance	940,106	811,206	**648,160**
Total Budget	2,143,561	2,014,661	**1,928,806**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	940,106	811,206	**648,160**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Swimming Pool Safety Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The Swimming Pool Safety Fund was created November 17, 2010, by Ordinance 2010-908. The fund receives proceeds from enforcing municipal, state and federal pool and spa safety standards.

State and federal pool and spa safety standards apply to all pools and spas serving more than two dwellings. In accordance with these requirements, operators of pools and spas at apartment or condominium projects are required to obtain permits and comply with the requisite standards. The fees collected in pursuant of swimming pool and spa safety are used for the purposes of activities related to permitting, inspecting, monitoring, abating, controlling, educating and enforcement of municipal, state and federal standards.

Business Area Budget Summary

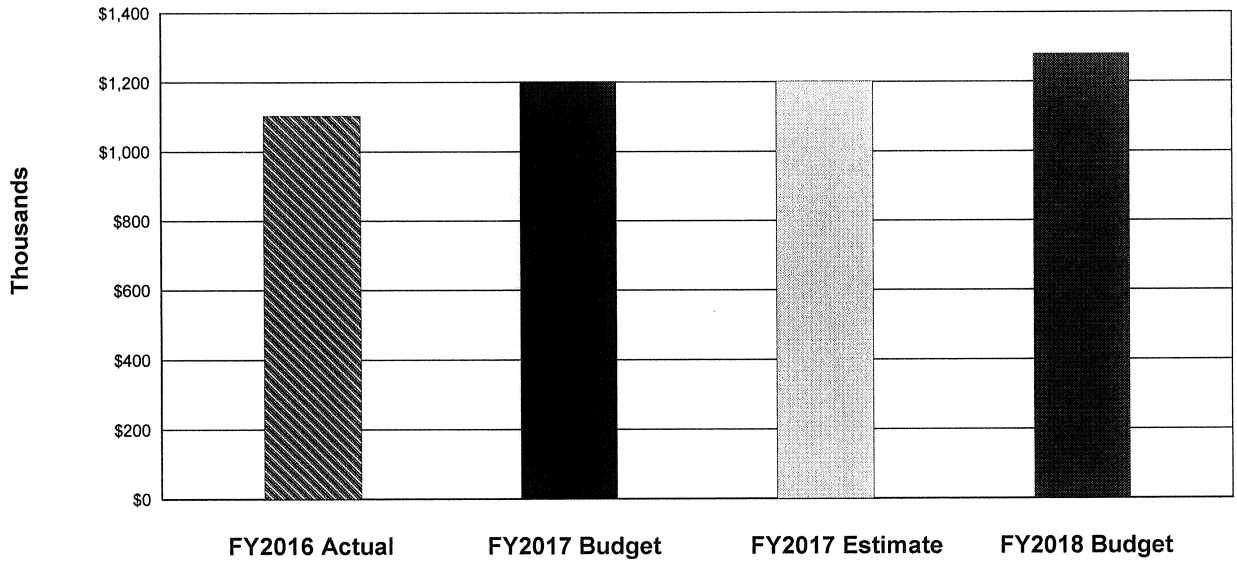
Fund Name : Swimming Pool Safety
Business Area : Houston Health Department
Fund No. /Bus. Area No. : 2009 / 3800

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	1,018,730	1,092,100	1,092,100	**1,160,602**
	Supplies	37,398	25,000	25,000	**19,200**
	Other Services and Charges	48,498	61,955	61,955	**71,844**
	Equipment	0	24,000	24,000	**24,000**
	Non-Capital Equipment	0	400	400	**5,000**
	Total M & O Expenditures	1,104,626	1,203,455	1,203,455	**1,280,646**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	1,104,626	1,203,455	1,203,455	**1,280,646**
Revenues		1,130,440	1,224,700	1,095,800	**1,117,600**
Staffing	Full-Time Equivalents - Civilian	12.5	14.1	13.1	**13.6**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	12.5	14.1	13.1	**13.6**
	Full-Time Equivalents - Overtime	0.5	0.0	0.0	**1.5**

Significant Budget Changes and Highlights

o The FY2018 Budget provides funding for the health benefits, pension contribution and municipal employees contractual pay increases.

Swimming Pool Safety
Houston Health Department
Expenditure Summary



Business Area Performance Measures

Fund Name : Swimming Pool Safety
Business Area : Houston Health Department
Fund No. /Bus. Area No. : 2009 / 3800

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Pool Permits	5,859	5,697	5,697	5,568
Expenditures Adopted Budget vs Actual Utilization	90%	98%	100%	98%
Revenues Adopted Budget vs Actual Utilization	95%	100%	89%	100%

Division Summary

Fund Name : Swimming Pool Safety
Business Area : Houston Health Department
Fund No. /Bus Area No. : 2009 / 3800

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Environmental Health Services 380004						
Prevention of disease and disability resulting from water borne illnesses and drownings through enforcement and education.	12.5	1,104,626	13.1	1,203,455	**13.6**	**1,280,646**
Total	**12.5**	**1,104,626**	**13.1**	**1,203,455**	**13.6**	**1,280,646**

Business Area Revenues Summary

Fund Name : **Swimming Pool Safety**
Business Area : **Houston Health Department**
Fund No./Bus. Area No. : **2009 / 3800**

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Licenses and Permits	1,122,668	1,219,700	1,087,100	**1,108,900**
Interest	7,682	5,000	8,700	**8,700**
Miscellaneous/Other	90	0	0	**0**
Grand Total Revenues	**1,130,440**	**1,224,700**	**1,095,800**	**1,117,600**

Fund Summary

Fund Name : Digital Houston
Business Area : Library
Fund No./Bus. Area No. : 2422 / 3400

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	10,718	10,718	**0**
Current Revenues	0	0	**0**
Total Available Resources	10,718	10,718	**0**
Maintenance and Operations	0	0	**0**
Total Expenditures	10,718	10,718	**0**
Planned Ending Fund Balance	0	0	**0**
Total Budget	10,718	10,718	**0**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	0	0	**0**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, FY2017 Estimate and FY2018 Budget for the Digital Houston Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The Digital Inclusion Initiative began as a part of a citywide wireless project, and was implemented by the Houston Public Library (HPL). The vision was to create a digital future through digital literacy effort in support of achieving Houston's educational workforce and educational goals.

The Digital Houston Fund was funded with a settlement received from EarthLink, and was established to support the City's digital inclusion efforts. This project was completed as of June 2016. All funds will be expended and closed in FY2017.

Business Area Budget Summary

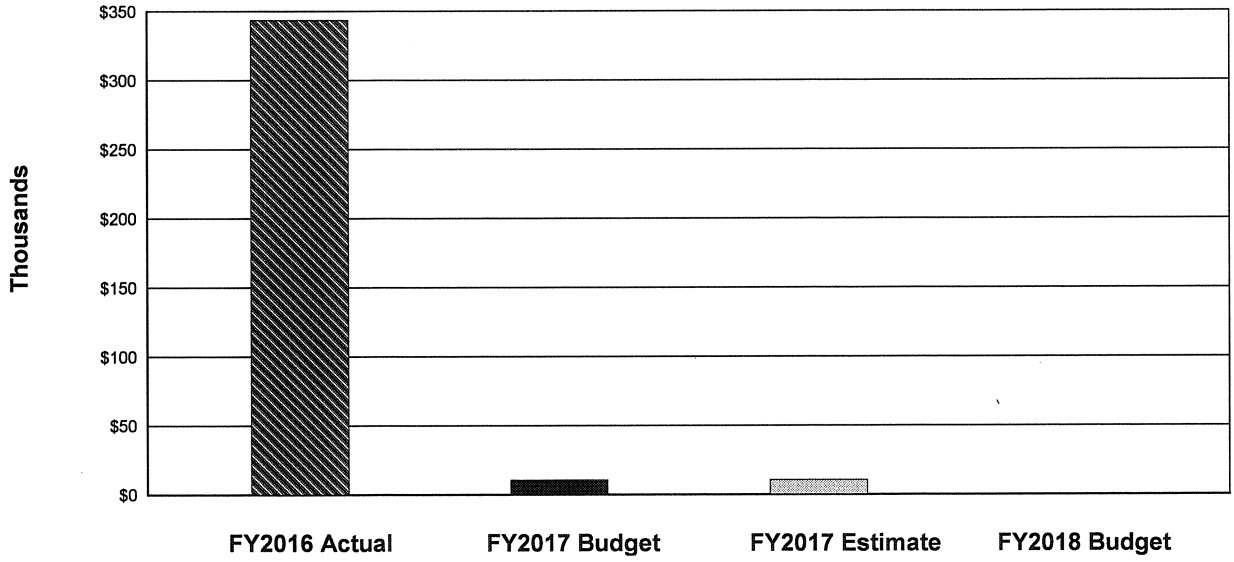
Fund Name : Digital Houston
Business Area : Library
Fund No. /Bus. Area No. : 2422 / 3400

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	295,370	0	0	**0**
	Supplies	(55)	0	0	**0**
	Other Services and Charges	47,161	0	0	**0**
	Non-Capital Equipment	1,100	0	0	**0**
	Total M & O Expenditures	343,576	0	0	**0**
	Debt Service & Other Uses	0	10,718	10,718	**0**
	Total Expenditure	343,576	10,718	10,718	**0**
Revenues		1,609	0	0	**0**
Staffing	Full-Time Equivalents - Civilian	3.2	0.0	0.0	**0.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	3.2	0.0	0.0	**0.0**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

o In FY2017, Digital Houston Fund will be closed out due to the completion of the digital inclusion program.

Digital Houston
Library
Expenditure Summary



Division Summary

Fund Name : Digital Houston
Business Area : Library
Fund No. /Bus Area No. : 2422 / 3400

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
HPL - Digital Inclusion Initiative 340001						
The Digital Inclusion Division is responsible for the oversight of strategic initiatives in support of literacy, workforce development and technology for the Houston Public Library.	3.2	343,576	0.0	10,718	**0.0**	**0**
Total	**3.2**	**343,576**	**0.0**	**10,718**	**0.0**	**0**

Business Area Revenues Summary

Fund Name : Digital Houston
Business Area : Library
Fund No./Bus. Area No. : 2422 / 3400

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Interest	1,609	0	0	**0**
Grand Total Revenues	**1,609**	**0**	**0**	**0**

Fund Summary

Fund Name : Houston Emergency Center
Business Area : Houston Emergency Center
Fund No./Bus. Area No. : 2205 / 1500

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	4,132,953	4,132,953	**2,237,877**
Current Revenues	25,639,083	25,767,625	**25,635,126**
Total Available Resources	29,772,036	29,900,578	**27,873,003**
Maintenance and Operations	27,761,817	27,662,701	**27,635,126**
Total Expenditures	27,761,817	27,662,701	**27,635,126**
Planned Ending Fund Balance	2,010,219	2,237,877	**237,877**
Total Budget	29,772,036	29,900,578	**27,873,003**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	2,010,219	2,237,877	**237,877**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Houston Emergency Center (HEC) Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The mission of the Houston Emergency Center is to provide the citizens of Houston with the most efficient, accurate, and professional service when processing their life-threatening calls. The City of Houston's Houston Emergency Center, in coordination with the Office of Emergency Management, protects life and property by operating the Public Safety Communications System and by coordinating and managing emergency situations. The Houston Information Technology Services Department (HITS) is responsible for the administration, maintenance, and operation of the Police, Fire/EMS Computer Aided Dispatch (CAD) System, Radio System, and Records Management Systems (RMS).

Department Short Term Goals:
- Answer 90% of 9-1-1 emergency calls within 10 seconds.
- Answer 80% of non-emergency calls within 10 seconds.
- Expansion of the Quality Assurance Program.
- Expansion of the Training Programs to provide ongoing professional growth opportunities of HEC employees, including technical teamwork enhancement and required certification of all employees.
- Cross-train employees to improve call flow.
- Conduct a discussion-based exercise and an operational-based exercise.
- Maintain City's Grant eligibility by submitting Emergency Management Performance Grant (EMPG), National Incident Management System Capability Assessment Support Tool (NIMSCAST), and Texas Regional Response Network (TRRN) Reports.

Department Long Term Goals:
- Improve efficiency over FY2017 baseline.
- Maintain accreditations of the Houston Emergency Center:
  - National Academy of Emergency Medical Dispatch (NAEMD).
  - National Emergency Number Association Emergency Number Personnel (NENA ENP).
- Establish Houston Emergency Communications State-Certified Academy.
- Civilianization of the Houston Emergency Center.
- Create a Disaster Recovery site for the CAD.

Business Area Budget Summary

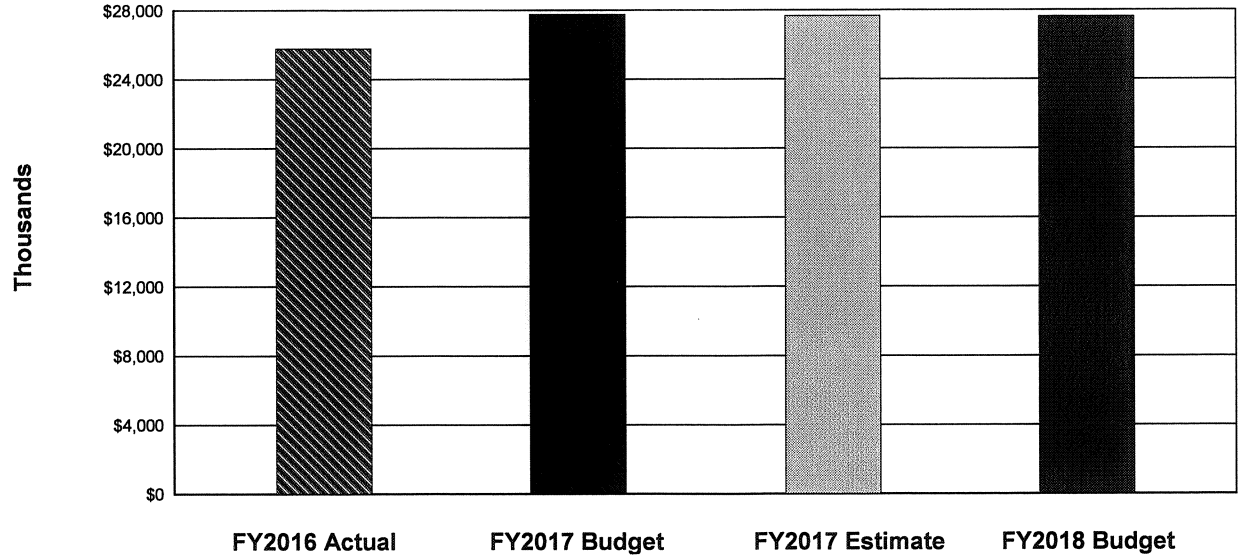
Fund Name : Houston Emergency Center
Business Area : Houston Emergency Center
Fund No. /Bus. Area No. : 2205 / 1500

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	18,616,676	20,600,392	20,600,392	**20,543,652**
	Supplies	132,778	245,722	245,345	**245,637**
	Other Services and Charges	6,429,020	6,915,703	6,816,964	**6,845,837**
	Equipment	613,873	0	0	**0**
	Non-Capital Equipment	1,885	0	0	**0**
	Total M & O Expenditures	25,794,232	27,761,817	27,662,701	**27,635,126**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	25,794,232	27,761,817	27,662,701	**27,635,126**
Revenues		24,706,325	25,639,083	25,767,625	**25,635,126**
Staffing	Full-Time Equivalents - Civilian	235.2	251.3	251.3	**253.6**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	235.2	251.3	251.3	**253.6**
	Full-Time Equivalents - Overtime	12.3	10.8	10.8	**11.4**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for the health benefits, pension contribution and municipal employees contractual pay increases.
- The FY2018 Budget includes a reduction of $139,862 for department savings initiative.
- The FY2018 Budget includes General Fund support of $9,762,358.
- The FY2018 Budget supports the continuation of current service levels.
- The FY2018 Budget includes funding from Greater Harris County for 5 Call Takers.

Houston Emergency Center
Houston Emergency Center
Expenditure Summary



Business Area Performance Measures

Fund Name : Houston Emergency Center
Business Area : Houston Emergency Center
Fund No. /Bus. Area No. : 2205 / 1500

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Answer 80% of Non-Emergency Calls within 10 Seconds	80.5%	80%	81%	80%
Answer 90% of Emergency Calls within 10 Seconds	97%	90%	97%	90%
Training Hours per Call Taker	98	28	42	42
Training Hours per FTE - Office of Emergency Management (OEM)	12	45	50	45
Expenditures Adopted Budget vs Actual Utilization	98%	98%	100%	98%
Revenues Adopted Budget vs Actual Utilization	94%	100%	101%	100%

Division Summary

Fund Name : Houston Emergency Center
Business Area : Houston Emergency Center
Fund No. /Bus Area No. : 2205 / 1500

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
HEC - Office of the Director Group 150001						
Provides management of the Houston Emergency Center and facilitation of public education.	4.9	842,744	7.0	1,511,181	**6.0**	**1,376,227**
HEC - Information Technology Group 150002						
Provides information technology management of the Houston Emergency Center and facilitation of public education.	0.0	5,830,766	0.0	5,035,095	**0.0**	**5,118,670**
HEC - Police Call Taking Group 150003						
Answers and processes police non-emergency phone calls.	66.0	4,439,990	62.3	4,767,462	**60.6**	**4,427,117**
HEC - 9-1-1 Network Group 150004						
The City of Houston's Public Safety Answering Point's responsibility is to answer and process 9-1-1 emergency assistance requests from the citizens of Houston. Provides administrative support to HEC, which includes budget and finance, HR, training, and hiring of personnel.	156.3	13,268,821	173.0	15,004,108	**178.0**	**15,386,064**
HEC - Office of Emergency Management 150005						
Oversees the City's emergency and non-emergency response centers.	8.0	1,411,911	9.0	1,344,855	**9.0**	**1,327,048**
Total	**235.2**	**25,794,232**	**251.3**	**27,662,701**	**253.6**	**27,635,126**

Business Area Revenues Summary

Fund Name : Houston Emergency Center
Business Area : Houston Emergency Center
Fund No./Bus. Area No. : 2205 / 1500

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Intergovernmental	263,402	220,000	269,690	**220,000**
Charges for Services	13,409,946	15,080,812	15,080,812	**15,462,768**
Direct Interfund Services	487,878	190,000	169,736	**190,000**
Interest	47,542	0	0	**0**
Miscellaneous/Other	2,451	0	0	**0**
Other Resources	10,495,106	10,148,271	10,247,387	**9,762,358**
Grand Total Revenues	**24,706,325**	**25,639,083**	**25,767,625**	**25,635,126**

Fund Summary

Fund Name	:	**Cable Television**
Business Area	:	**Mayor's Office**
Fund No./Bus. Area No.	:	**2428 / 2401 / 5000**

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	1,246,726	1,246,726	**616,283**
Current Revenues	5,310,000	4,343,400	**3,751,742**
Total Available Resources	6,556,726	5,590,126	**4,368,025**
Maintenance and Operations	3,409,102	3,061,293	**2,367,914**
Contract with Non-Profit	1,912,550	1,912,550	**1,843,121**
Total Expenditures	5,321,652	4,973,843	**4,211,035**
Planned Ending Fund Balance	1,235,074	616,283	**156,990**
Total Budget	6,556,726	5,590,126	**4,368,025**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	1,235,074	616,283	**156,990**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY17 Budget, the FY17 Estimate and the FY18 Budget for the Cable Television Fund (2401 and 2428). Also included are the beginning and ending fund balances, total revenues and total expenditures.

The purpose of Houston Television (HTV) is to produce and cablecast informational programming, describing services provided by both City departments and related community agencies, and educating the public on utilization of those services.

HTV began operations in 1986 as The Municipal Channel, with the distribution of Houston City Council meetings through a closed circuit network. Now, HTV provides a variety of informative, educational, and feature programs. HTV produces both live and recorded taped programming, including live gavel-to-gavel coverage of City Council, Planning Commission and other special events. Live streaming two – HTV channels of programming 24/7, and on demand archive of meetings such as City Council, Planning and Parking Commission, is also available to the public through our website: www.htvhouston.net.

The 82nd legislature passed SB1087, which was signed by the Governor on June 17, 2011, and was effective September 1, 2011. SB1087 requires that fees paid under state franchises be maintained in a separate account and not commingled with revenue from any other source. Any unspent Public, Educational, and Governmental (PEG) fees previously collected from State franchises must be transferred to the separate account. As a result, Ordinance #2011-731 established the Cable TV State Fund (2428).

Business Area Budget Summary

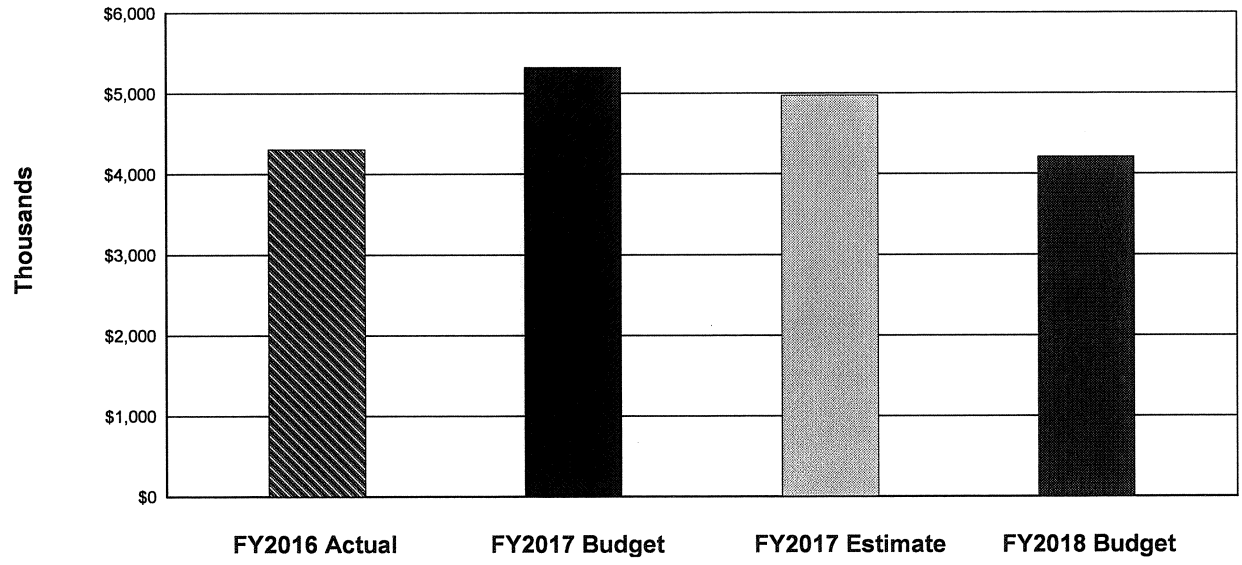
Fund Name : Cable Television
Business Area : Mayor's Office
Fund No. /Bus. Area No. : 2428 / 2401 / 5000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	1,496,375	1,566,444	1,566,444	**1,591,743**
	Supplies	48,478	90,573	90,573	**34,734**
	Other Services and Charges	2,344,111	2,554,991	2,554,991	**2,324,558**
	Equipment	74,383	1,079,644	731,835	**250,000**
	Non-Capital Equipment	37,016	30,000	30,000	**10,000**
	Total M & O Expenditures	4,000,363	5,321,652	4,973,843	**4,211,035**
	Debt Service & Other Uses	303,333	0	0	**0**
	Total Expenditure	4,303,696	5,321,652	4,973,843	**4,211,035**
Revenues		4,837,188	5,310,000	4,343,400	**3,751,742**
Staffing	Full-Time Equivalents - Civilian	17.5	19.0	19.0	**19.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	17.5	19.0	19.0	**19.0**
	Full-Time Equivalents - Overtime	0.3	0.0	0.0	**0.3**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits and pension contribution.
- The FY2018 Budget includes finalizing the integration of equipment in radio studio in the new HTV facility located on the first floor of City Hall.
- The FY2018 Budget reflects operating expenses, planned capital expenditure for upgrade of City Hall and City Hall Annex Chambers and adjacent control rooms' technical equipment.

Cable Television
Mayor's Office
Expenditure Summary



Division Summary

Fund Name : **Cable Television**
Business Area : **Mayor's Office**
Fund No./Bus Area No. : **2428 / 2401 / 5000**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Cable Television 500002						
Instrumental in providing quality services to viewers and meeting programming goals. Provides DVD programming copies to city departments and viewers as requested.	17.5	4,303,696	19.0	4,973,843	**19.0**	**4,211,035**
Total	**17.5**	**4,303,696**	**19.0**	**4,973,843**	**19.0**	**4,211,035**

Business Area Revenues Summary

Fund Name : **Cable Television**
Business Area : **Mayor's Office**
Fund No./Bus. Area No. : **2428 / 2401 / 5000**

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Interest	8,018	5,600	6,700	7,400
Miscellaneous/Other	4,829,170	5,304,400	4,336,700	3,744,342
Grand Total Revenues	**4,837,188**	**5,310,000**	**4,343,400**	**3,751,742**

Fund Summary

Fund Name	:	**Tourism Promotion Special Revenue Fund**
Business Area	:	**Mayor's Office**
Fund No./Bus. Area No.	:	**2429 / 5000**

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	240,892	240,892	**186,386**
Current Revenues	20,196,889	20,348,462	**19,256,094**
Total Available Resources	20,437,781	20,589,354	**19,442,480**
Maintenance and Operations	20,402,968	20,402,968	**19,255,722**
Total Expenditures	20,402,968	20,402,968	**19,255,722**
Planned Ending Fund Balance	34,813	186,386	**186,758**
Total Budget	20,437,781	20,589,354	**19,442,480**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	34,813	186,386	**186,758**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Tourism Promotion Special Revenue Fund (2429). Also included are the beginning and ending fund balances, total revenues, and total expenditures.

The Tourism Promotion Special Revenue Fund was created to include special events and civic celebrations, activities designed to promote business travel, hotel occupancy, tourism and arts programs in the City of Houston, as well as protocol services.

The City of Houston Mayor's Office of Special Events (MOSE) produces and permits events for the City of Houston. Events coordinated by this office include citywide and neighborhood festivals, dedications, inaugurations, parades, tree plantings, fun runs, galas, ground-breakings, and holiday celebrations. Civic celebration is vital to the spirit of Houston. The Mayor's Office of Special Events produces and permits produced events that enhance the image of the City and highlight Houston's diverse culture.

The Mayor's Office of Trade and International Affairs (MOTIA) supports the Mayor of the City of Houston in encouraging and receiving international delegations by drawing attention to Houston's civic attributes. The office also supports outbound delegations led by Mayor or with Mayoral approval to promote and market Houston as a destination for business, travel, and investment.

The Mayor's Office of Cultural Affairs (MOCA) facilitates the City's Arts and Cultural Plan. The office develops policies, oversees contracts for grants and cultural services, facilitates Civic Art, temporary art, donations to the City's art collection, community murals and special projects.

Special Cultural Initiatives reserves Hotel Occupancy Tax funds that will promote, develop, and publicize arts destinations, art activities, and arts exhibitions and displays, in order to enhance Houston's image and reputation as an arts city and a destination for cultural tourism.

Business Area Budget Summary

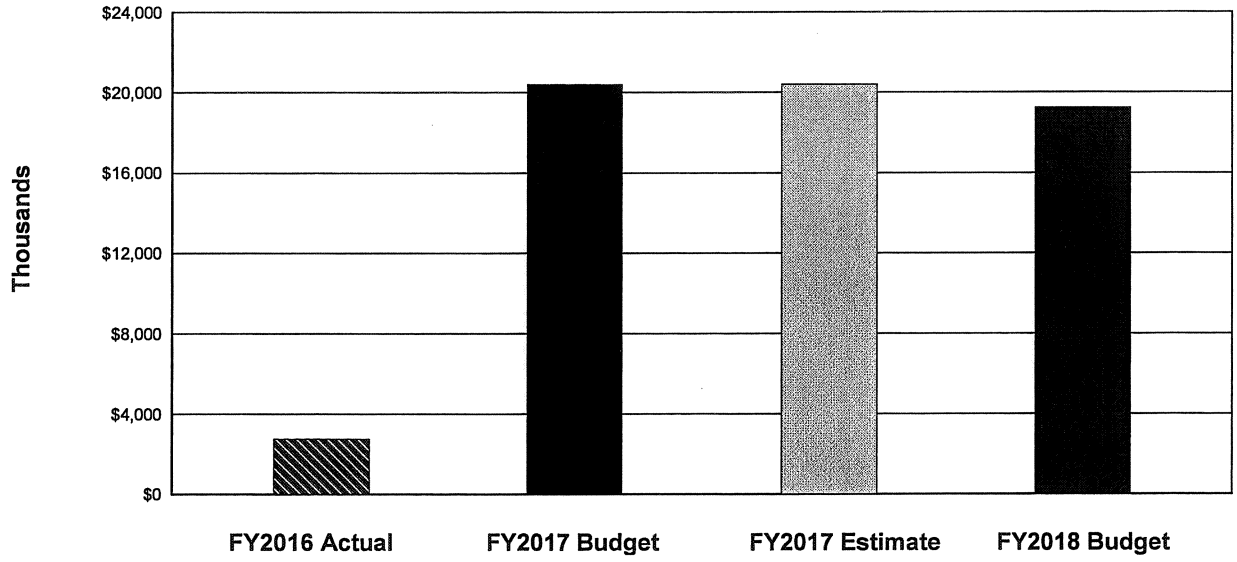
Fund Name : Tourism Promotion Special Revenue Fund
Business Area : Mayor's Office
Fund No. /Bus. Area No. : 2429 / 5000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	2,128,399	2,489,031	2,489,031	**2,443,375**
	Supplies	97,327	136,169	136,169	**136,333**
	Other Services and Charges	541,690	17,777,768	17,777,768	**16,676,014**
	Total M & O Expenditures	2,767,416	20,402,968	20,402,968	**19,255,722**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	2,767,416	20,402,968	20,402,968	**19,255,722**
Revenues		3,004,614	20,196,889	20,348,462	**19,256,094**
Staffing	Full-Time Equivalents - Civilian	22.0	23.5	23.5	**23.5**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	22.0	23.5	23.5	**23.5**
	Full-Time Equivalents - Overtime	0.6	0.5	0.5	**0.7**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits and pension contribution increases.

Tourism Promotion Special Revenue Fund
Mayor's Office
Expenditure Summary



Division Summary

Fund Name : Tourism Promotion Special Revenue Fund
Business Area : Mayor's Office
Fund No. /Bus Area No. : 2429 / 5000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Houston Civic Events 500003						
Produces, co-produces, and permits events that enhance the image of the City and highlights Houston's diverse culture. Facilitates activities designed to promote business travel and hotel occupancy, and maintain protocol services in the City of Houston - MOSE and MOTIA.	22.0	2,767,416	21.0	3,237,260	**21.0**	**3,140,594**
Cultural Affairs 500008						
Implements the City's Arts and Cultural Plan. Assists the public and City departments realize cultural projects that advance their goals. Develops policies, oversees contracts for grants and cultural services, facilitates Civic Art, temporary art, donations to the City's art collection, community murals, and special projects.	0.0	0	2.5	323,652	**2.5**	**319,330**
Special Cultural Initiatives 500009						
Distribution to component units of the Hotel Occupancy Tax funds to promote tourism, civic celebration and city's Arts.	0.0	0	0.0	16,842,056	**0.0**	**15,795,798**
Total	**22.0**	**2,767,416**	**23.5**	**20,402,968**	**23.5**	**19,255,722**

Business Area Revenues Summary

Fund Name : Tourism Promotion Special Revenue Fund
Business Area : Mayor's Office
Fund No./Bus. Area No. : 2429 / 5000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Licenses and Permits	42,028	32,000	32,000	**38,000**
Interest	4,853	6,000	6,000	**6,000**
Miscellaneous/Other	4,745	0	240	**0**
Other Resources	2,952,988	20,158,889	20,310,222	**19,212,094**
Grand Total Revenues	**3,004,614**	**20,196,889**	**20,348,462**	**19,256,094**

Fund Summary

Fund Name : Municipal Court Bldg Security Fund
Business Area : Municipal Courts Department
Fund No./Bus. Area No. : 2206 / 1600

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	109,583	109,583	**77,342**
Current Revenues	750,250	640,788	**640,788**
Total Available Resources	859,833	750,371	**718,130**
Maintenance and Operations	710,000	673,029	**705,000**
Total Expenditures	710,000	673,029	**705,000**
Planned Ending Fund Balance	149,833	77,342	**13,130**
Total Budget	859,833	750,371	**718,130**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	149,833	77,342	**13,130**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Current Budget, the FY2017 Estimate and the FY2018 Budget for the Municipal Courts Building Security Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The mission of the Municipal Courts Building Security Fund is to protect the safety and welfare of civilians and employees by ensuring that adequate security equipment, procedures, and personnel are present at all court locations.

The Municipal Courts Department is responsible for administering the Municipal Courts Building Security Fund at the direction of City Council as authorized by the Texas Code of Criminal Procedure Article 102.017 and the City of Houston Code of Ordinances, Chapter 16, Section 16-10. The Municipal Court Building Security Fund collects a $3.00 court fee for each paid conviction of a Class "C" misdemeanor offense.

Business Area Budget Summary

Fund Name : Municipal Court Bldg Security Fund
Business Area : Municipal Courts Department
Fund No. /Bus. Area No. : 2206 / 1600

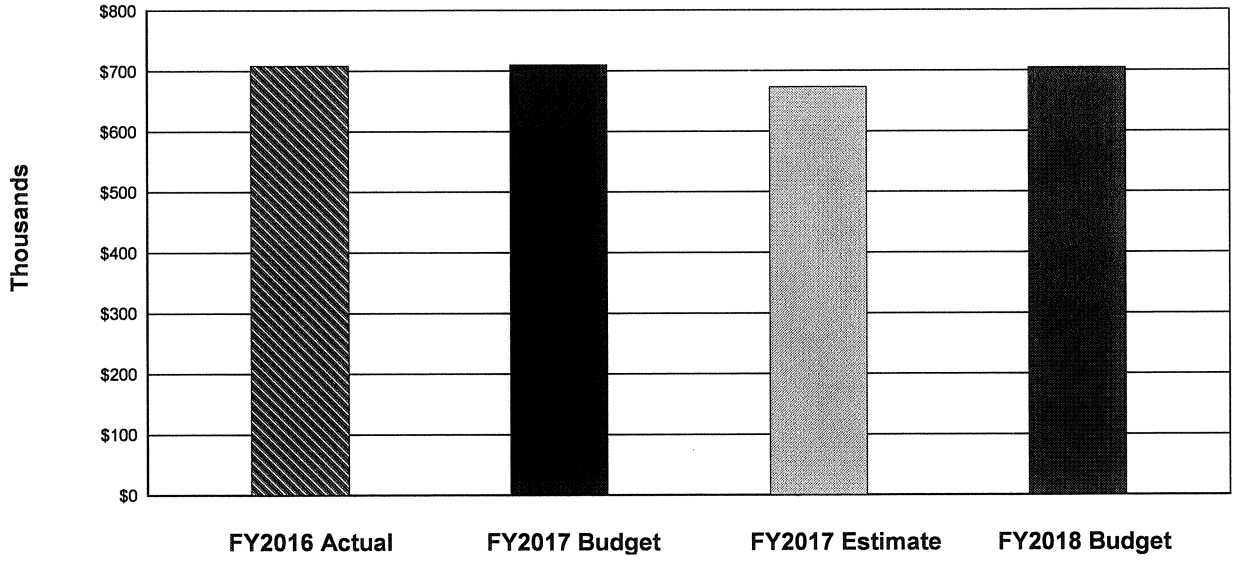
		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Other Services and Charges	708,638	710,000	673,029	**705,000**
	Total M & O Expenditures	708,638	710,000	673,029	**705,000**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	708,638	710,000	673,029	**705,000**
Revenues		813,561	750,250	640,788	**640,788**
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

The FY2018 Budget includes:

o Funding for contract security guards and armored car services at all Municipal Courts facilities.

Municipal Court Bldg Security Fund
Municipal Courts Department
Expenditure Summary



Division Summary

Fund Name : **Municipal Court Bldg Security Fund**
Business Area : **Municipal Courts Department**
Fund No. /Bus Area No. : **2206 / 1600**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
MCD - Administrative Services 160001						
The Municipal Courts Building Security Fund allows for the funding of security enhancements and security services to protect the safety and welfare of civilians, and employees at all court locations. The Municipal Courts Building Security Fund collects a $3.00 court fee for each paid conviction of a Class "C" misdemeanor offense.	0.0	708,638	0.0	673,029	**0.0**	**705,000**
Total	**0.0**	**708,638**	**0.0**	**673,029**	**0.0**	**705,000**

Business Area Revenues Summary

Fund Name : Municipal Court Bldg Security Fund
Business Area : Municipal Courts Department
Fund No./Bus. Area No. : 2206 / 1600

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Interest	343	250	733	**733**
Miscellaneous/Other	813,218	750,000	640,055	**640,055**
Grand Total Revenues	**813,561**	**750,250**	**640,788**	**640,788**

Fund Summary

Fund Name	:	**Municipal Court Technology Fee Fund**
Business Area	:	**Municipal Courts Department**
Fund No./Bus. Area No.	:	**2207 / 1600**

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	770,047	770,047	**1,442,107**
Current Revenues	1,290,000	1,039,230	**1,097,564**
Total Available Resources	2,060,047	1,809,277	**2,539,671**
Maintenance and Operations	915,170	367,170	**765,138**
Debt Services	0	0	**0**
Total Expenditures	915,170	367,170	**765,138**
Planned Ending Fund Balance	1,144,877	1,442,107	**1,774,533**
Total Budget	2,060,047	1,809,277	**2,539,671**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	1,144,877	1,442,107	**1,774,533**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, FY2017 Estimate and the FY2018 Budget for the Municipal Courts Technology Fee Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The mission of the Municipal Court Technology Fund is to fund technological enhancements, system maintenance and technical support for the Municipal Courts to ensure effective processes and efficient court operations.

The Municipal Courts Department is responsible for administering the Municipal Courts Technology Fee Fund at the direction of City Council, as authorized by the Texas Code of Criminal Procedure, Article 102.0169, and City of Houston Code of Ordinances, Chapter 16 Section 16-13. The Municipal Court Technology Fee Fund collects a $4.00 court fee for each paid conviction of a Class "C" misdemeanor offense.

Business Area Budget Summary

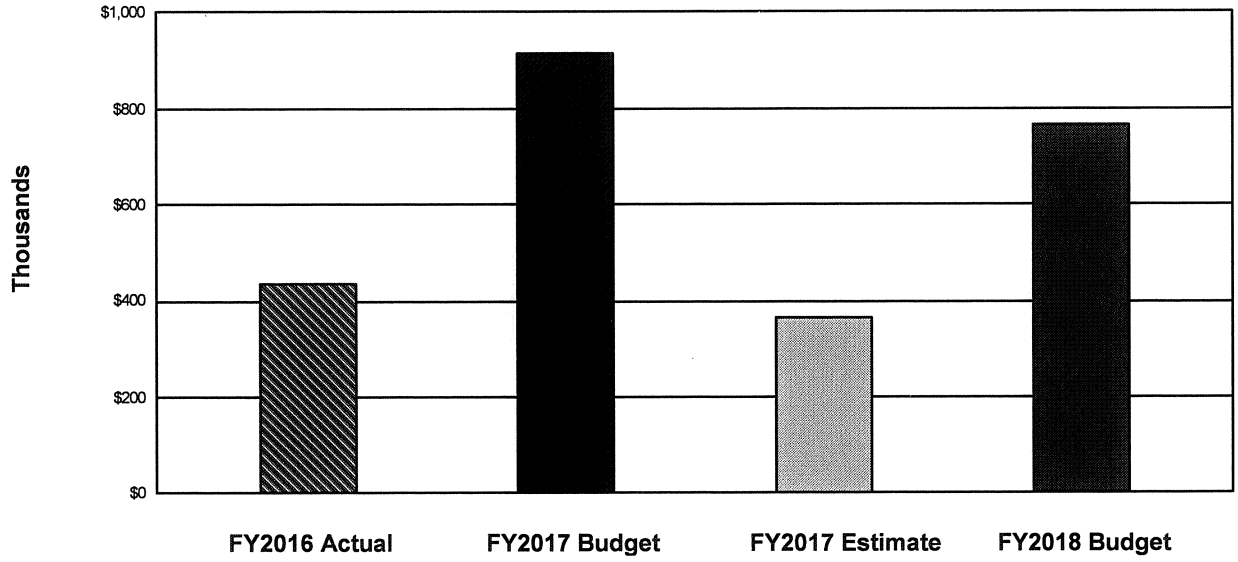
Fund Name : Municipal Court Technology Fee Fund
Business Area : Municipal Courts Department
Fund No. /Bus. Area No. : 2207 / 1600

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	83,984	189,266	189,562	**189,880**
	Supplies	0	2,000	2,000	**10,000**
	Other Services and Charges	321,103	609,933	168,083	**450,258**
	Equipment	31,696	113,971	7,525	**115,000**
	Total M & O Expenditures	436,783	915,170	367,170	**765,138**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	436,783	915,170	367,170	**765,138**
Revenues		949,545	1,290,000	1,039,230	**1,097,564**
Staffing	Full-Time Equivalents - Civilian	0.5	1.0	1.0	**1.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	0.5	1.0	1.0	**1.0**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increase.
- Reduced funding resulting from the decommissioning of legacy CourtView system and related hardware/software maintenance agreements.
- FY2018 includes the realignment of specific IT-related costs transferred from the General Fund.

Municipal Court Technology Fee Fund
Municipal Courts Department
Expenditure Summary



Division Summary

Fund Name : **Municipal Court Technology Fee Fund**
Business Area : **Municipal Courts Department**
Fund No. /Bus Area No. : **2207 / 1600**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
MCD - Administrative Services 160001						
The Municipal Court Technology Fund allows for technological enhancements and system maintenance/technical support for the Municipal Courts to ensure effective processes and efficient court operations.The Municipal Court Technology Fund collects a $4.00 court fee for each paid conviction of a Class "C" misdemeanor offense.	0.5	436,783	1.0	367,170	**1.0**	**765,138**
Total	**0.5**	**436,783**	**1.0**	**367,170**	**1.0**	**765,138**

Business Area Revenues Summary

Fund Name : Municipal Court Technology Fee Fund
Business Area : Municipal Courts Department
Fund No./Bus. Area No. : 2207 / 1600

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Municipal Courts Fines and Forfeits	945,552	806,617	781,234	**789,564**
Interest	3,993	3,383	8,000	**8,000**
Miscellaneous/Other	0	480,000	249,996	**300,000**
Grand Total Revenues	**949,545**	**1,290,000**	**1,039,230**	**1,097,564**

Fund Summary

Fund Name	:	**Juvenile Case Manager Fee**
Business Area	:	**Municipal Courts Department**
Fund No./Bus. Area No.	:	**2211 / 1600**

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	1,376,007	1,376,007	**865,159**
Current Revenues	1,179,454	1,164,500	**1,164,500**
Total Available Resources	2,555,461	2,540,507	**2,029,659**
Maintenance and Operations	2,035,464	1,675,348	**1,875,959**
Total Expenditures	2,035,464	1,675,348	**1,875,959**
Planned Ending Fund Balance	519,997	865,159	**153,700**
Total Budget	2,555,461	2,540,507	**2,029,659**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	519,997	865,159	**153,700**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Municipal Courts Juvenile Case Manager Fee Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The mission of the Juvenile Case Manager Fund is to provide funding for the salary and operational expenses of Juvenile Case Managers assigned to target campuses of Houston and Spring Branch Independent School Districts. The goal of the Program is to reduce truancy and limit juvenile exposure to the criminal justice system by early identification, assessment and prevention services, referrals to social services, and increased student family accountability.

The Municipal Courts Department is responsible for administering the Juvenile Case Manager Fee Fund at the direction of City Council as authorized by the Texas Code of Criminal Procedure Article 45.056 and Article 102.0174 along with City of Houston Code of Ordinances, Chapter 16 Section 16-9. The Municipal Court Juvenile Case Manager Fee Fund collects a $5.00 court fee for each paid conviction of a Class "C" misdemeanor offense. Legislative changes in 2014 allows the City of Houston to collect an additional $2.00 for every paid conviction as part of the State's Truancy Prevention and Diversion Program. The City of Houston retains $1.00 and $1.00 is remitted to the State.

Business Area Budget Summary

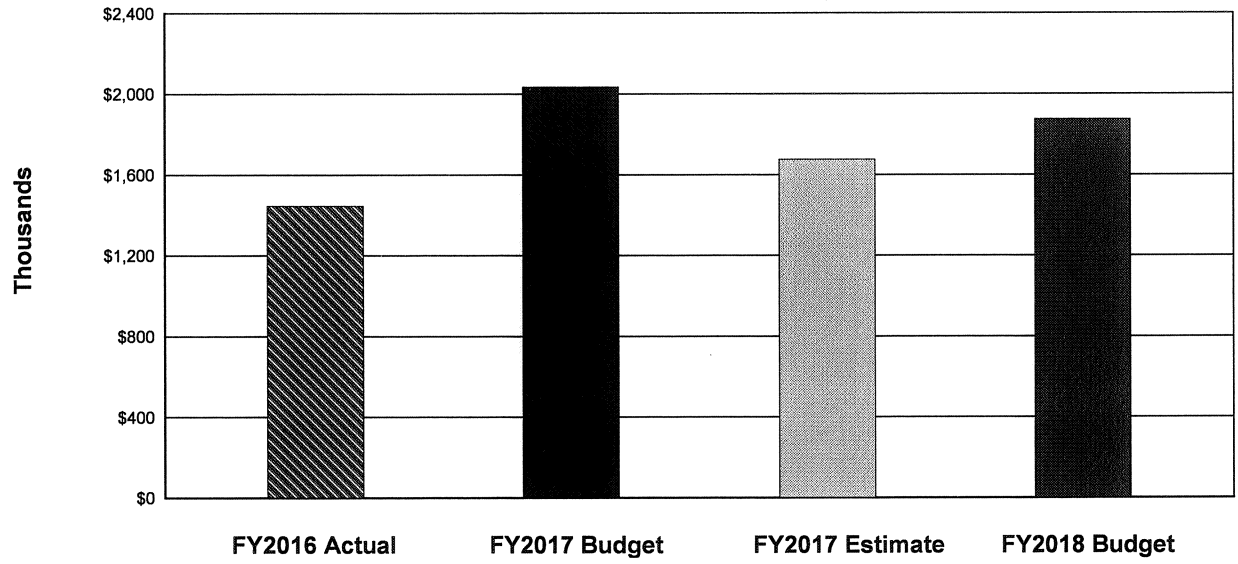
Fund Name : Juvenile Case Manager Fee
Business Area : Municipal Courts Department
Fund No. /Bus. Area No. : 2211 / 1600

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	1,300,893	1,813,133	1,551,822	**1,741,310**
	Supplies	7,035	17,000	8,500	**12,000**
	Other Services and Charges	139,010	125,331	101,326	**112,649**
	Non-Capital Equipment	0	80,000	13,700	**10,000**
	Total M & O Expenditures	1,446,938	2,035,464	1,675,348	**1,875,959**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	1,446,938	2,035,464	1,675,348	**1,875,959**
Revenues		1,261,367	1,179,454	1,164,500	**1,164,500**
Staffing	Full-Time Equivalents - Civilian	18.3	23.0	19.8	**22.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	18.3	23.0	19.8	**22.0**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- The FY2018 Budget provides funding for the various programs and outreach initiatives related to truancy prevention at target Houston ISD and Spring Branch ISD campuses as well as the Program's operating, training and staff education costs.

Juvenile Case Manager Fee
Municipal Courts Department
Expenditure Summary



Division Summary

Fund Name : Juvenile Case Manager Fee
Business Area : Municipal Courts Department
Fund No. /Bus Area No. : 2211 / 1600

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
MCD - Judicial Operations Group 160007						
The Juvenile Case Manager Fund allows for the salary/benefits and operational expenses of Juvenile Case Managers assigned to target campuses. The Juvenile Case Manager Fund collects a $5.00 court fee for each paid conviction of a Class "C" misdemeanor offense. Legislative changes in 2014 allows the City of Houston to collect an additional $2 for every paid conviction as part of the State's Truancy Prevention and Diversion Program.	18.3	1,446,938	19.8	1,675,348	**22.0**	**1,875,959**
Total	**18.3**	**1,446,938**	**19.8**	**1,675,348**	**22.0**	**1,875,959**

Business Area Revenues Summary

Fund Name : Juvenile Case Manager Fee
Business Area : Municipal Courts Department
Fund No./Bus. Area No. : 2211 / 1600

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Municipal Courts Fines and Forfeits	1,248,855	1,167,147	1,152,193	**1,152,193**
Interest	11,878	12,307	12,307	**12,307**
Miscellaneous/Other	634	0	0	**0**
Grand Total Revenues	**1,261,367**	**1,179,454**	**1,164,500**	**1,164,500**

Fund Summary

Fund Name	:	**Contractor Responsibility Fund**
Business Area	:	**Office of Business Opportunity**
Fund No./Bus. Area No.	:	**2424 / 5100**

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	2,565,161	2,565,161	**2,868,137**
Current Revenues	863,608	1,175,000	**1,181,000**
Total Available Resources	3,428,769	3,740,161	**4,049,137**
Maintenance and Operations	472,024	472,024	**346,863**
Other Interfund Transfers	400,000	400,000	**400,000**
Total Expenditures	872,024	872,024	**746,863**
Planned Ending Fund Balance	2,556,745	2,868,137	**3,302,274**
Total Budget	3,428,769	3,740,161	**4,049,137**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	2,556,745	2,868,137	**3,302,274**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Contractor Responsibility Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The Contractor Responsibility Fund was established with ordinance 2007-534 in July 2007. Through the implementation of Executive Order 1-7, the City of Houston created the Pay or Play Program (POP), which is administered by the Office of Business Opportunity.

The Pay or Play program is designed to foster health care options for the citizens of Houston and Harris County area, create a level playing field for contractors bidding on City of Houston projects and defray the costs of the local uninsured workforce. Pursuant to Executive Order 1-7, contractors subject to Pay or Play are required to offer employees the prescribed minimal level of health benefits. Contractors who do not provide health benefits to their employees will contribute $1 for each regular hour of work performed by covered employees on a covered City contract. The revenue collected from the Contractor Responsibility Fund is used to offset the costs of uninsured citizens in the Houston and Harris County area. Currently, the revenue is used to support health programs such as the Care Houston Program, Tex-Health Harris County 3-Share Program, and the Emergency Tele-Health and Navigation (ETHAN) Program as well as the costs associated with administering the program.

The Care Houston Program is a collaboration between the Houston Fire Department (HFD) and Houston Health Department (HHD) to decrease the volume of non-emergency calls for Emergency Medical Services (EMS) and reduce the use of HFD personnel for non-emergency responses. The program requires EMS to identify residents who have made more than five emergency calls in a 90 day period and forward the information to HHD. HHD staff contacts the resident and if she/he agrees to participate in the program, a nurse case manager makes a home visit, conducts a needs assessment, assists the resident in devising a service plan, and provides social and medical referrals as needed.

The Tex-Health Harris County 3-Share Plan uses the Contractor Responsibility Fund to subsidize insurance premiums for small business owners who have been unable to provide health coverage to their employees due to high premiums and administrative costs. This plan has afforded businesses an opportunity to participate in a low-cost program that benefits not only the employee, but the employer as well.

ETHAN is a collaboration among Harris County Healthcare Alliance, Houston Fire Department (HFD), Harris County RIDES, and Community Health Centers. ETHAN provides non-emergency 9-1-1 callers with the option of a no-cost cab ride to an emergency department or a community health center. Also provides the option of scheduling an appointment at a community health center at no charge. The program has implemented the ability for physicians to communicate with patients to determine if they are non-emergent and provide advice on the outcome. This helps divert from the emergency medical system those patients who do not need emergency care and can benefit more from primary care services.

Business Area Budget Summary

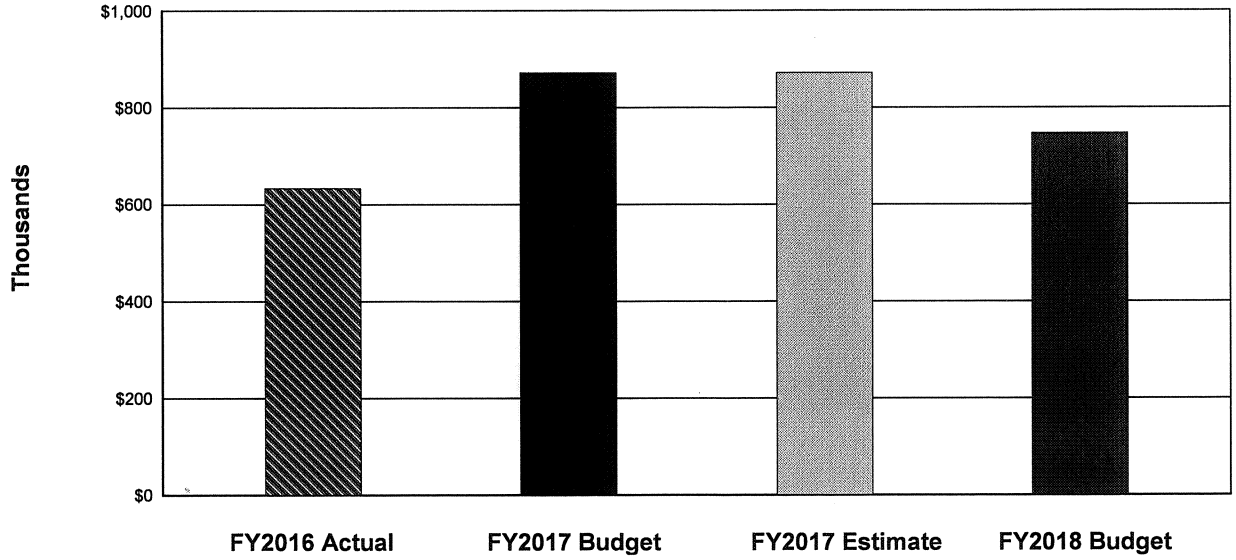
Fund Name : Contractor Responsibility Fund
Business Area : Office of Business Opportunity
Fund No. /Bus. Area No. : 2424 / 5100

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	135,639	144,422	144,422	**147,518**
	Supplies	0	1,000	1,000	**1,000**
	Other Services and Charges	97,836	326,602	326,602	**198,345**
	Total M & O Expenditures	233,475	472,024	472,024	**346,863**
	Debt Service & Other Uses	400,000	400,000	400,000	**400,000**
	Total Expenditure	633,475	872,024	872,024	**746,863**
Revenues		1,130,322	863,608	1,175,000	**1,181,000**
Staffing	Full-Time Equivalents - Civilian	2.0	2.0	2.0	**2.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	2.0	2.0	2.0	**2.0**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- o The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- o Continued commitment to support the Care Houston Program with an estimated cost of $400,000.
- o The ETHAN Program funding request decreased by $105,521 due to a change in scope of services for year two of the program.

Contractor Responsibility Fund
Office of Business Opportunity
Expenditure Summary



Business Area Performance Measures

Fund Name : Contractor Responsibility Fund
Business Area : Office of Business Opportunity
Fund No. /Bus. Area No. : 2424 / 5100

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Ratio of Play Option Contracts	65%	65%	65%	65%
Expenditures Adopted Budget vs Actual Utilization	59%	98%	100%	98%
Revenues Adopted Budget vs Actual Utilization	197%	100%	137%	100%

Division Summary

Fund Name : **Contractor Responsibility Fund**
Business Area : **Office of Business Opportunity**
Fund No. /Bus Area No. : **2424 / 5100**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Certification & Compliance 510002						
This section provides oversight of the Pay or Play program and is responsible for program revenue collections, administrative operations, financial oversight, and monitoring of funds.	2.0	633,475	2.0	872,024	**2.0**	**746,863**
Total	**2.0**	**633,475**	**2.0**	**872,024**	**2.0**	**746,863**

Business Area Revenues Summary

Fund Name : Contractor Responsibility Fund
Business Area : Office of Business Opportunity
Fund No./Bus. Area No. : 2424 / 5100

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Interest	19,554	13,608	19,000	**25,000**
Miscellaneous/Other	1,110,768	850,000	1,156,000	**1,156,000**
Grand Total Revenues	**1,130,322**	**863,608**	**1,175,000**	**1,181,000**

Fund Summary

Fund Name : Bayou Greenway 2020
Business Area : Parks and Recreation
Fund No./Bus. Area No. : 2106 / 3600

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	763,394	763,394	**866,970**
Current Revenues	1,330,000	1,332,000	**1,449,000**
Total Available Resources	2,093,394	2,095,394	**2,315,970**
Maintenance and Operations	1,228,424	1,228,424	**1,475,700**
Total Expenditures	1,228,424	1,228,424	**1,475,700**
Planned Ending Fund Balance	864,970	866,970	**840,270**
Total Budget	2,093,394	2,095,394	**2,315,970**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	864,970	866,970	**840,270**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Bayou Greenway 2020 Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The Bayou Greenway 2020 Fund was created October 16, 2013, by Ordinance No. 2013-0949. This fund is administered by the Houston Parks and Recreation Department (HPARD) with the intent to manage the maintenance of the Bayou Greenways 2020 project based upon the Bayou Greenways 2020 initiative agreement entered into between the City of Houston and the Houston Parks Board, Inc. (HPB) in December 2013. Revenues are received by HPARD from HPB for the maintenance of trails and parks developed by HPB.

Business Area Budget Summary

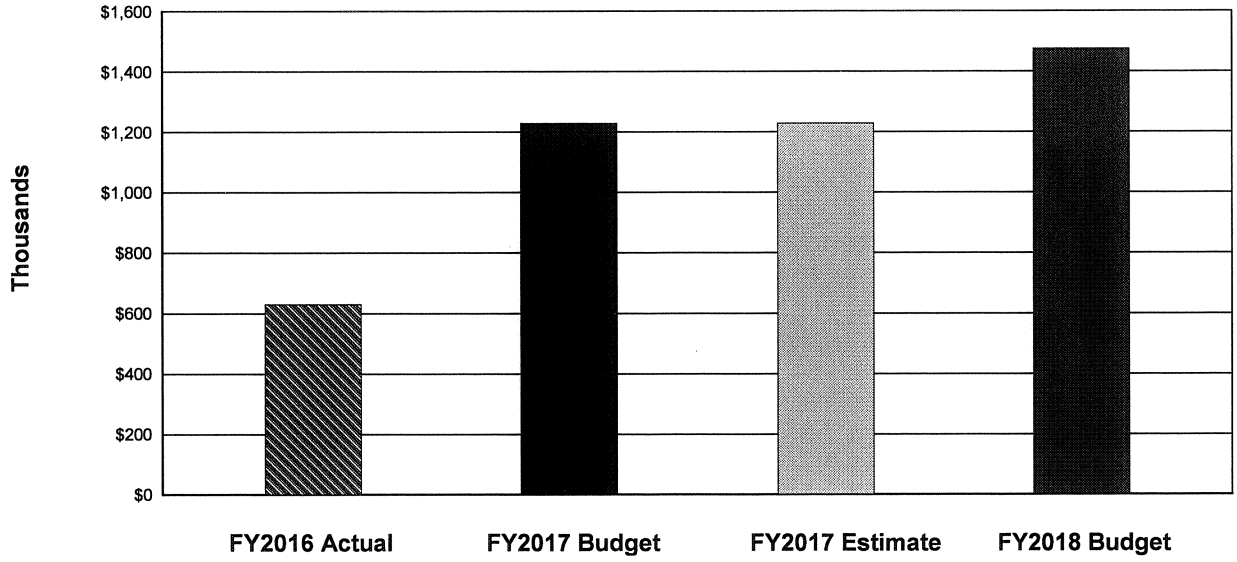
Fund Name : Bayou Greenway 2020
Business Area : Parks and Recreation
Fund No. /Bus. Area No. : 2106 / 3600

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	572,479	897,327	897,327	**998,479**
	Supplies	12,304	45,000	45,000	**47,100**
	Other Services and Charges	45,052	111,097	111,097	**155,121**
	Equipment	0	175,000	175,000	**275,000**
	Total M & O Expenditures	629,835	1,228,424	1,228,424	**1,475,700**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	629,835	1,228,424	1,228,424	**1,475,700**
Revenues		985,870	1,330,000	1,332,000	**1,449,000**
Staffing	Full-Time Equivalents - Civilian	10.1	17.0	17.0	**17.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	10.1	17.0	17.0	**17.0**
	Full-Time Equivalents - Overtime	0.7	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- The FY2018 Budget includes funding allowances for the upkeep of White Oak Bayou through the Houston Parks Board Inc. (HPB) as part of the Bayou Greenway 2020 (BG2020) Initiative.
- The FY2018 Budget continues the upkeep of White Oak Bayou by providing mowing, delittering, and maintenance of the entire area.
- The FY2018 Budget is projecting an increase in revenue due to two segments starting operations in February 2017 and one in July 2017.

Bayou Greenway 2020
Parks and Recreation
Expenditure Summary



Business Area Performance Measures

Fund Name : Bayou Greenway 2020
Business Area : Parks and Recreation
Fund No. /Bus. Area No. : 2106 / 3600

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Meadow Mowing Occurrences per Year	N/A	27	27	27
Expenditures Adopted Budget vs Actual Utilization	66%	98%	100%	98%
Revenues Adopted Budget vs Actual Utilization	104%	100%	100%	100%

Division Summary

Fund Name : Bayou Greenway 2020
Business Area : Parks and Recreation
Fund No. /Bus Area No. : 2106 / 3600

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
HPARD - Bayou Greenways 2020 360017						
As a part of the Bayou Greenway 2020 initiative the department will be responsible for mowing, delittering, and maintenance of White Oak Bayou meadow lands.	10.1	629,835	17.0	1,228,424	**17.0**	**1,475,700**
Total	**10.1**	**629,835**	**17.0**	**1,228,424**	**17.0**	**1,475,700**

Business Area Revenues Summary

Fund Name : Bayou Greenway 2020
Business Area : Parks and Recreation
Fund No./Bus. Area No. : 2106 / 3600

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Charges for Services	981,999	1,330,000	1,325,500	**1,443,000**
Interest	3,871	0	6,500	**6,000**
Grand Total Revenues	**985,870**	**1,330,000**	**1,332,000**	**1,449,000**

Fund Summary

Fund Name : Parks Golf Special Fund
Business Area : Parks and Recreation
Fund No./Bus. Area No. : 2104 / 3600

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	1,107,804	1,107,804	**878,472**
Current Revenues	6,197,600	5,749,025	**5,861,925**
Total Available Resources	7,305,404	6,856,829	**6,740,397**
Maintenance and Operations	6,276,655	5,978,357	**5,996,413**
Total Expenditures	6,276,655	5,978,357	**5,996,413**
Planned Ending Fund Balance	1,028,749	878,472	**743,984**
Total Budget	7,305,404	6,856,829	**6,740,397**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	1,028,749	878,472	**743,984**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Current Budget, the FY2017 Estimate and the FY2018 Budget for the Parks Golf Special Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The Parks Golf Special Fund was created on June 22, 2011 (Ordinance 2011-547). The fund collects revenues derived from city-owned golf revenue-producing facilities and all related concession fees whether operated by the City or private entities. The monies collected in this fund are to be used exclusively for the maintenance, operation activities and enhancements of all city-owned golf courses.

These funds are also used for repairs, replacement, and renovations of golf revenue-producing facilities as well as maintaining equipment and operational activities at golf revenue-producing facilities.

Business Area Budget Summary

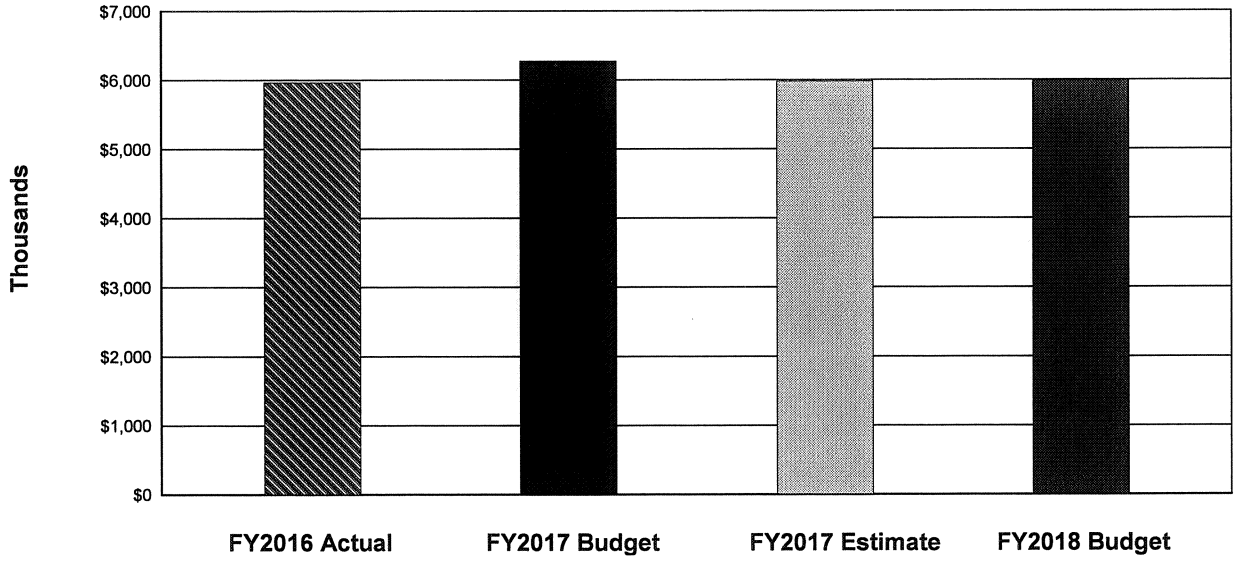
Fund Name : Parks Golf Special Fund
Business Area : Parks and Recreation
Fund No. /Bus. Area No. : 2104 / 3600

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	4,003,794	4,500,656	4,322,658	**4,434,015**
	Supplies	734,706	785,241	742,600	**722,643**
	Other Services and Charges	1,049,851	984,758	913,099	**839,755**
	Equipment	176,929	0	0	**0**
	Non-Capital Equipment	0	6,000	0	**0**
	Total M & O Expenditures	5,965,280	6,276,655	5,978,357	**5,996,413**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	5,965,280	6,276,655	5,978,357	**5,996,413**
Revenues		5,652,601	6,197,600	5,749,025	**5,861,925**
Staffing	Full-Time Equivalents - Civilian	70.7	81.5	74.5	**74.5**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	70.7	81.5	74.5	**74.5**
	Full-Time Equivalents - Overtime	1.8	4.2	4.2	**2.4**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- Continue to provide well - maintained, attractive and safe golf courses.
- Administers the operation and maintenance of City operated and privatized golf courses to achieve the highest standard both in performance and customers services.

Parks Golf Special Fund
Parks and Recreation
Expenditure Summary



Business Area Performance Measures

Fund Name : Parks Golf Special Fund
Business Area : Parks and Recreation
Fund No. /Bus. Area No. : 2104 / 3600

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Driving Range Revenue	$929,195	$895,100	$904,200	$992,600
Driving Range Users	176,386	149,477	157,558	165,100
Golf Rounds	140,725	156,177	132,655	142,500
Golf Rounds Revenue	$3.1M	$3.5M	$3.2M	$3.2M
Privatized Golf Course - Annual Inspection	3	2	2	2
Expenditures Adopted Budget vs Actual Utilization	95%	98%	95%	98%
Revenues Adopted Budget vs Actual Utilization	90%	100%	93%	100%

Division Summary

Fund Name : Parks Golf Special Fund
Business Area : Parks and Recreation
Fund No. /Bus Area No. : 2104 / 3600

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
PRD - Golf Courses 360011						
Manages City of Houston operated golf courses (Glenbrook and Sharpstown), and oversees contract compliance for privatized golf courses (Melrose and Hermann) to achieve the highest standard both in golfing experience and customer satisfaction.	37.3	2,957,936	34.0	2,827,585	**34.5**	**2,721,209**
PRD - Memorial Golf Courses 360012						
Manages the operation and maintenance of the City's premier Memorial golf course including: the Pro Shop, customer service staff, driving range, and practice facilities.	33.4	3,007,344	40.5	3,150,772	**40.0**	**3,275,204**
Total	**70.7**	**5,965,280**	**74.5**	**5,978,357**	**74.5**	**5,996,413**

Business Area Revenues Summary

Fund Name : Parks Golf Special Fund
Business Area : Parks and Recreation
Fund No./Bus. Area No. : 2104 / 3600

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Charges for Services	5,616,932	6,190,000	5,739,025	**5,851,725**
Other Fines and Forfeits	24	100	0	**100**
Interest	11,150	7,000	10,000	**10,000**
Miscellaneous/Other	24,495	500	0	**100**
Grand Total Revenues	**5,652,601**	**6,197,600**	**5,749,025**	**5,861,925**

Fund Summary

Fund Name	:	**Parks Special Revenue Fund**
Business Area	:	**Parks and Recreation**
Fund No./Bus. Area No.	:	**2100 / 3600**

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	7,071,121	7,071,121	**6,700,512**
Current Revenues	2,215,900	2,273,325	**2,313,700**
Total Available Resources	9,287,021	9,344,446	**9,014,212**
Maintenance and Operations	2,643,934	2,643,934	**2,798,090**
Debt Services	0	0	**2,000,000**
Total Expenditures	2,643,934	2,643,934	**4,798,090**
Planned Ending Fund Balance	6,643,087	6,700,512	**4,216,122**
Total Budget	9,287,021	9,344,446	**9,014,212**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	6,643,087	6,700,512	**4,216,122**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Parks Special Revenue Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

In 1981, City Council directed that revenues from revenue-generating activities should be deposited in a "Parks Special Revenue Fund." These funds should be used for repairs, equipment replacement, and renovation of parks revenue producing facilities.

Presently, revenue-generating activities include, but are not limited to:

- Tennis, Fitness and Running Centers,
- Community center and ball field rentals,
- Adult sports league registrations,
- Youth summer enrichment programs,
- Park concessions,
- Lake Houston Wilderness Park entrance fees, cabin rentals, and campsite reservations.

Business Area Budget Summary

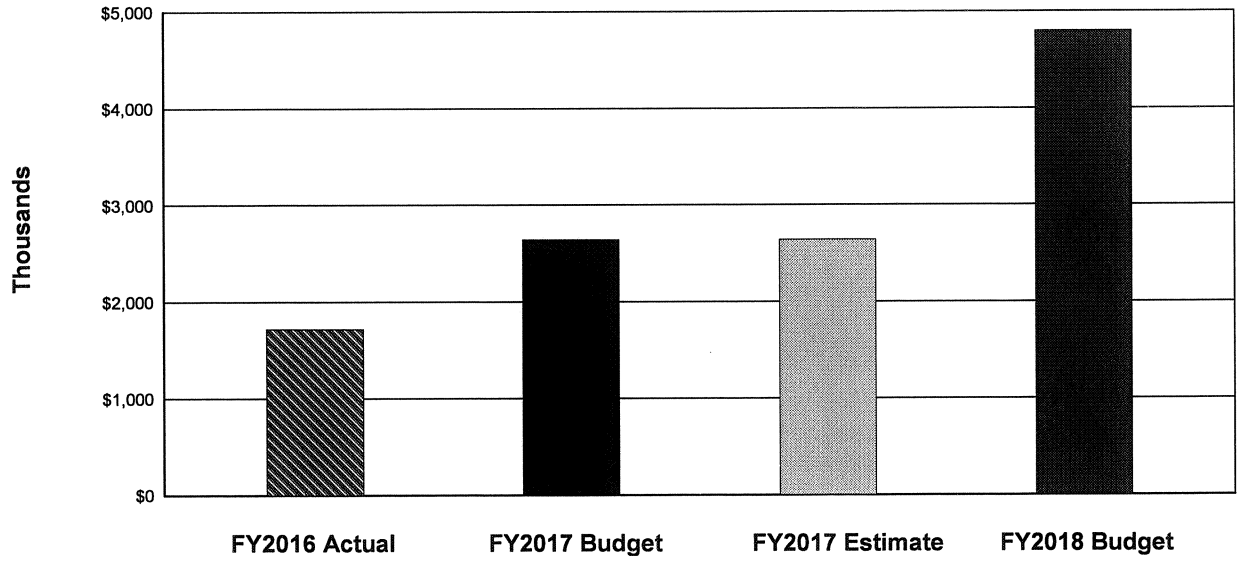
Fund Name : Parks Special Revenue Fund
Business Area : Parks and Recreation
Fund No. /Bus. Area No. : 2100 / 3600

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	503,660	581,199	581,199	**842,608**
	Supplies	303,662	716,100	716,100	**696,300**
	Other Services and Charges	905,765	1,346,635	1,346,635	**1,259,182**
	Non-Capital Equipment	5,378	0	0	**0**
	Total M & O Expenditures	1,718,465	2,643,934	2,643,934	**2,798,090**
	Debt Service & Other Uses	0	0	0	**2,000,000**
	Total Expenditure	1,718,465	2,643,934	2,643,934	**4,798,090**
Revenues		2,228,339	2,215,900	2,273,325	**2,313,700**
Staffing	Full-Time Equivalents - Civilian	10.0	11.0	11.0	**15.5**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	10.0	11.0	11.0	**15.5**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension, contribution and municipal employees contractual pay increases.
- FY2018 Expenditure Budget includes a $2 million one-time transfer to Parks & Recreation General Fund for contract instructors, Case for Kids projects and Greenspace supplies.
- Promotes tennis programs through the website, media, town hall meetings and citizens community base.
- Continues to provide well maintained, attractive and safe tennis facilities.
- Supplements operational maintenance at Lake Houston Wilderness Park and sports fields.
- Supports summer programs by purchasing t-shirts, sponsoring fields maintanance and day camping nature trips.
- Continues to enhance and strengthen existing public and private partnerships.

Parks Special Revenue Fund
Parks and Recreation
Expenditure Summary



Business Area Performance Measures

Fund Name : Parks Special Revenue Fund
Business Area : Parks and Recreation
Fund No. /Bus. Area No. : 2100 / 3600

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Adaptive Recreation Rentals	N/A	87	49	55
Adaptive Recreation Rentals Revenue	N/A	$28,300	$16,000	$18,000
Adult, Youth & Private Leagues Rentals	2,174	3,718	3,483	3,615
Adult, Youth & Private Leagues Revenue	$366,164	$441,900	$319,900	$345,100
Cabin Lodge/Lakeside Cabin/Dining Hall Reservations	N/A	2,112	4,565	4,878
Cabin Lodge/Lakeside Cabin/Dining Hall Revenue	N/A	$150,000	$202,100	$221,700
Temporary Park/Vendor Concessions Permits	313	305	272	280
Temporary Park/Vendor Concessions Permits Revenue	$46,946	$35,000	$35,300	$36,600
Tennis Center Rentals	37,560	41,500	39,900	40,000
Tennis Center Revenue	$187,766	$186,500	$186,500	$186,500
Expenditures Adopted Budget vs Actual Utilization	71%	98%	106%	98%
Revenues Adopted Budget vs Actual Utilization	109%	100%	103%	100%

Division Summary

Fund Name : Parks Special Revenue Fund
Business Area : Parks and Recreation
Fund No. /Bus Area No. : 2100 / 3600

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Office of the Director 360001						
Provides executive direction that enables the department to achieve its stated goals as identified in the department's master plan.	0.0	0	0.0	0	**0.0**	**2,000,000**
PRD - Facilities Mgmt/Development 360007						
This division includes the expenses for Phase II renovation of Lake Houston Wilderness Park.	0.0	320,000	0.0	225,000	**0.0**	**200,000**
Recreation and Wellness 360009						
Administers the operations of citywide fee-based adult sports programs, pays sports officials and purchases recreational supplies.	0.0	308,861	0.0	424,300	**0.0**	**420,800**
Tennis Centers 360011						
Oversees the operations of three tennis centers to achieve the utmost performance and customer service.	10.0	628,284	11.0	707,107	**11.0**	**749,521**
Greenspace Management 360013						
The division offers cyclical ground maintenance of City of Houston parks, sports fields, trails, trees, libraries, multi-purpose centers, esplanades and other natural resources. Controls invasive plants species and makes available emergency services during disasters.	0.0	194,177	0.0	672,550	**4.5**	**880,792**

Division Summary

Fund Name : **Parks Special Revenue Fund**
Business Area : **Parks and Recreation**
Fund No. /Bus Area No. : **2100 / 3600**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
PRD - Community Center Operations 360015						
Community Center Operations include Memorial Park Fitness Center expenses, such as t-shirts, recreational supplies, etc. The summer programs as well as transportation service expenses are included in this division.	0.0	267,143	0.0	614,977	**0.0**	**546,977**
Total	**10.0**	**1,718,465**	**11.0**	**2,643,934**	**15.5**	**4,798,090**

Business Area Revenues Summary

Fund Name : Parks Special Revenue Fund
Business Area : Parks and Recreation
Fund No./Bus. Area No. : 2100 / 3600

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Licenses and Permits	176,101	195,100	157,800	**174,300**
Charges for Services	1,877,127	1,897,500	1,849,400	**1,947,400**
Other Fines and Forfeits	24	100	25	**100**
Interest	59,098	52,000	62,000	**62,000**
Miscellaneous/Other	115,989	71,200	204,100	**129,900**
Grand Total Revenues	**2,228,339**	**2,215,900**	**2,273,325**	**2,313,700**

Fund Summary

Fund Name : Historic Preservation Fund

Fund No./Bus. Area No. : 2306 / 3400 / 7000

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	1,839,739	1,839,739	**1,705,826**
Current Revenues	333,000	228,000	**262,500**
Total Available Resources	2,172,739	2,067,739	**1,968,326**
Maintenance and Operations	458,650	361,913	**436,600**
Total Expenditures	458,650	361,913	**436,600**
Planned Ending Fund Balance	1,714,089	1,705,826	**1,531,726**
Total Budget	2,172,739	2,067,739	**1,968,326**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	1,714,089	1,705,826	**1,531,726**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Historic Preservation Fund. Also included are the beginning and ending fund balances, total revenues, and total expenditures.

Programs within the Historic Preservation Fund are administered by the Planning & Development (P&D) Department and the Houston Public Library (HPL).

The program administered by the Planning & Development (P&D) Department, was established to utilize funds set aside from the sale of historic fire stations to promote historic preservation of residential and commercial programs. The program utilizes City funds as seed money to encourage private investment, attract grant funds, and support educational programs that will further preservation efforts in Houston.

The program administered by Houston Public Library (HPL) provides future funding for the maintenance needs of the historic Julia Ideson Building. The building was re-opened to the public on December 5, 2011 after a four-year expansion and restoration project, made possible by a successful $32 million capital campaign conducted by the non-profit Julia Ideson Library Preservation Partners. To help ensure a high level of care for investment on restorations made by taxpayers, private contributors and a grant from National Park Service United States Department of the Interior, rental revenues will be deposited into this fund and related expenses paid out of it. The net revenues will be available for the maintenance needs of the building. The Julia Ideson Building rental program was launched in November 2011 with the Julia Ideson Library Preservation as Partners. A special events manager was hired to work closely with the Houston Public Library and the Mayor's Office of Special Events.

Business Area Budget Summary

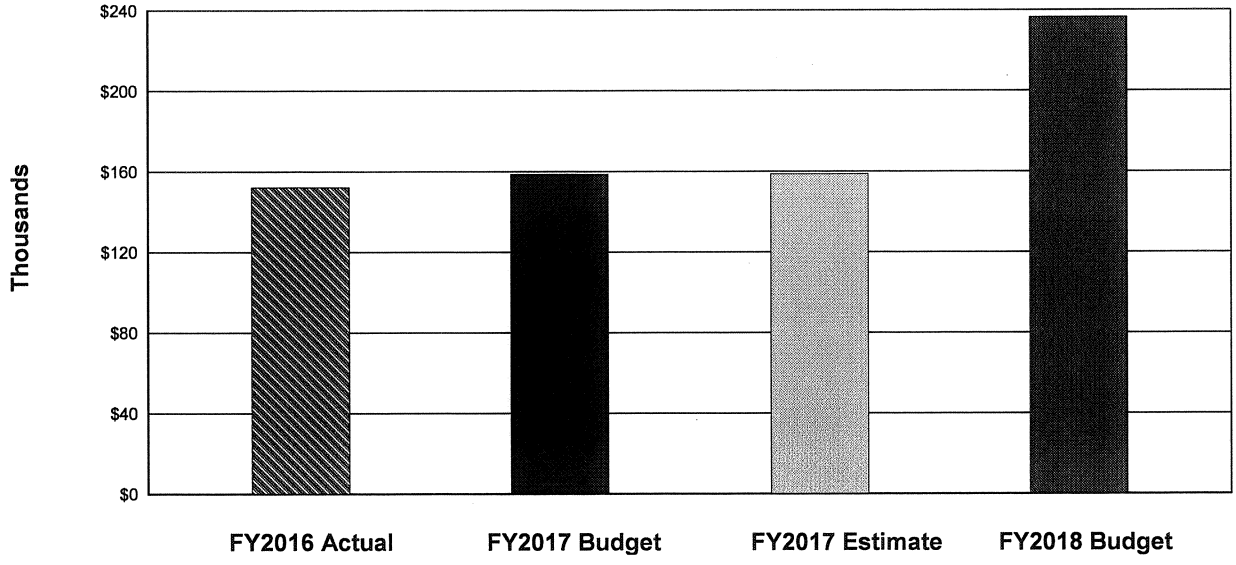
Fund Name : Historic Preservation Fund
Business Area : Library
Fund No. /Bus. Area No. : 2306 / 3400

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Supplies	22	1,000	1,000	**1,000**
	Other Services and Charges	152,186	157,650	157,650	**235,600**
	Total M & O Expenditures	152,208	158,650	158,650	**236,600**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	152,208	158,650	158,650	**236,600**
Revenues		356,487	325,000	210,000	**250,000**
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- o Provides a rental program for the Houston Public Library Historic Preservation Buildings (Julia Ideson Building, African American Library at the Gregory School and Clayton Library Center for Genealogical Research).
- o Generates funds to provide maintenance services for the Houston Public Library Historic Preservation Buildings.
- o Promotes the preservation of the Houston Public Library Historic Preservation Buildings.

Historic Preservation Fund
Library
Expenditure Summary



Division Summary

Fund Name : **Historic Preservation Fund**
Business Area : **Library**
Fund No. /Bus Area No. : **2306 / 3400**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
HPL - Historic Building 340008						
To generate revenue by renting of event spaces at Julia Ideson Building and utilize the funding for maintenance and enhancement of the historic building.	0.0	152,208	0.0	158,650	**0.0**	**236,600**
Total	**0.0**	**152,208**	**0.0**	**158,650**	**0.0**	**236,600**

Business Area Revenues Summary

Fund Name : Historic Preservation Fund
Business Area : Library
Fund No./Bus. Area No. : 2306 / 3400

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Charges for Services	356,487	325,000	210,000	**250,000**
Grand Total Revenues	**356,487**	**325,000**	**210,000**	**250,000**

Business Area Budget Summary

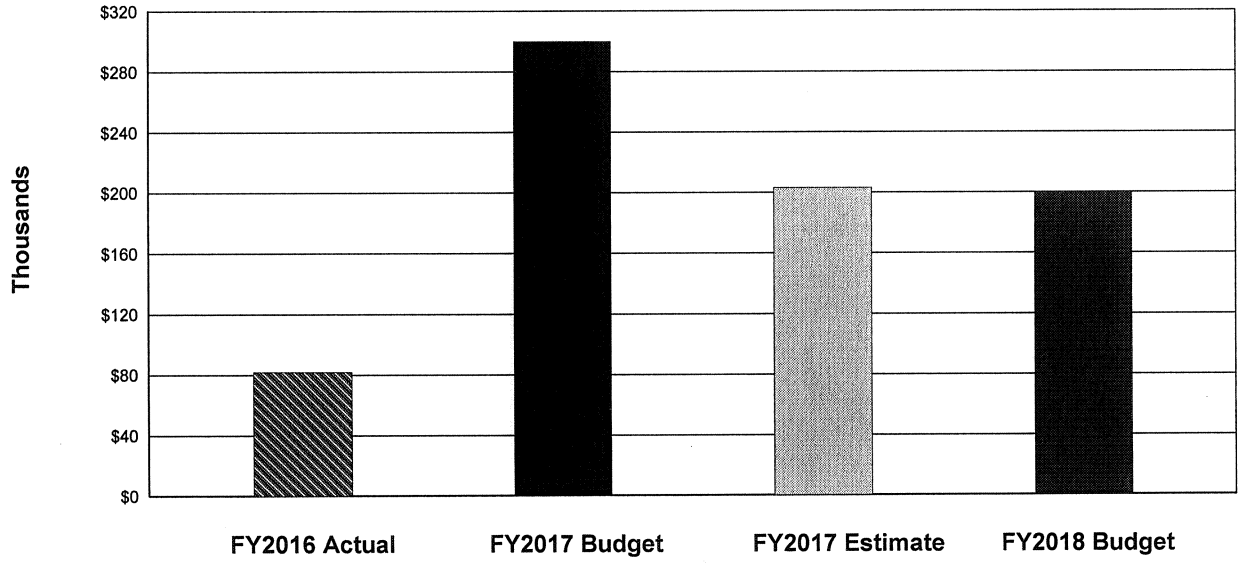
Fund Name : Historic Preservation Fund
Business Area : Planning & Development
Fund No. /Bus. Area No. : 2306 / 7000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Other Services and Charges	81,800	300,000	203,263	**200,000**
	Total M & O Expenditures	81,800	300,000	203,263	**200,000**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	81,800	300,000	203,263	**200,000**
Revenues		14,789	8,000	18,000	**12,500**
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- Professional services to design, update and expand the historic preservation manual and design guidelines for historic districts, as called for by Chapter 33 of the Code of Ordinances.
- Supports city efforts to preserve City-owned historic buildings in Houston.
- Develops programs that encourage private investment, attract grant funds and programs that will further preservation efforts in Houston.

Historic Preservation Fund
Planning & Development
Expenditure Summary



Division Summary

Fund Name : **Historic Preservation Fund**
Business Area : **Planning & Development**
Fund No. /Bus Area No. : **2306 / 7000**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
PD - Development Services 700003						
The Historic Preservation Fund receives funding from the City's sale of historic fire stations and is used to promote preservation programs in Houston. The program utilizes City funds as seed money to encourage private investment, attract grant funds, and support educational programs that will further preservation efforts in Houston.	0.0	81,800	0.0	203,263	**0.0**	**200,000**
Total	**0.0**	**81,800**	**0.0**	**203,263**	**0.0**	**200,000**

Business Area Revenues Summary

Fund Name : Historic Preservation Fund
Business Area : Planning & Development
Fund No./Bus. Area No. : 2306 / 7000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Interest	14,789	8,000	18,000	**12,500**
Grand Total Revenues	**14,789**	**8,000**	**18,000**	**12,500**

Fund Summary

Fund Name : Planning & Development Special Revenue Fund
Business Area : Planning & Development
Fund No./Bus. Area No. : 2308 / 7000

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	417,402	417,402	**645,731**
Current Revenues	7,091,847	6,341,258	**6,612,758**
Total Available Resources	7,509,249	6,758,660	**7,258,489**
Maintenance and Operations	6,758,660	6,112,929	**6,670,018**
Total Expenditures	6,758,660	6,112,929	**6,670,018**
Planned Ending Fund Balance	750,589	645,731	**588,471**
Total Budget	7,509,249	6,758,660	**7,258,489**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	750,589	645,731	**588,471**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Planning and Development Department (P&DD) Special Revenue Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The Planning and Development Special Revenue Fund was created in December 2015 by Ordinance 2015-1319. Commencing on January 1, 2016, the fund was established to utilize development related fees for the operation, maintenance and support of the department's related programs and functions. The development related services include: subdivision plat review and one half of the minimum lot size/minimum building line program.

Business Area Budget Summary

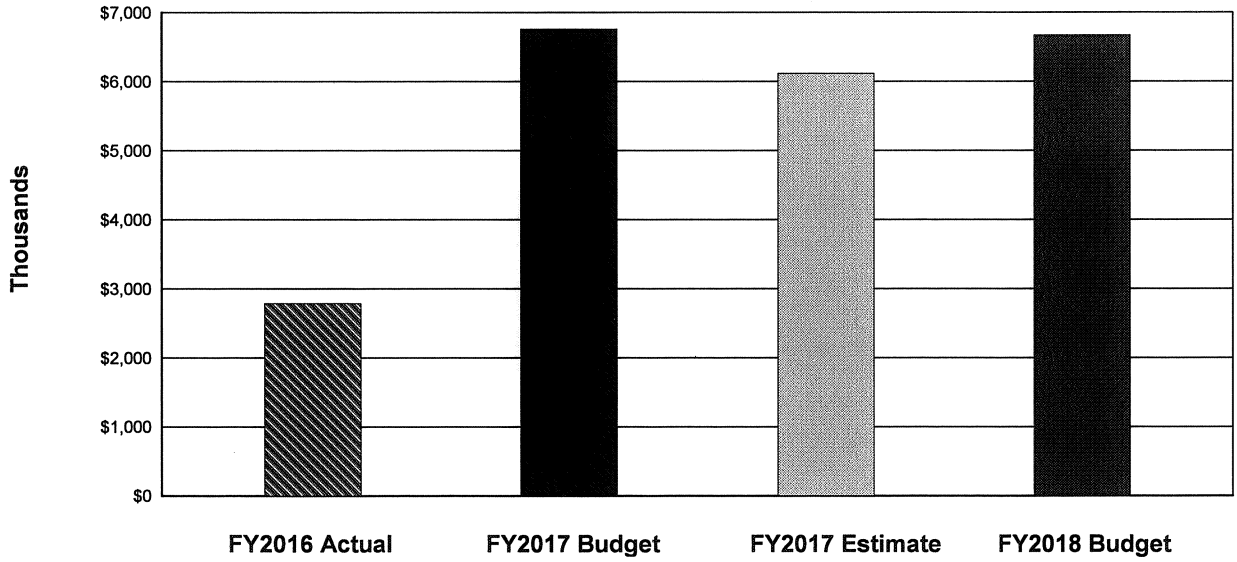
Fund Name : Planning & Development Special Revenue Fund
Business Area : Planning & Development
Fund No. /Bus. Area No. : 2308 / 7000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	1,778,536	4,482,253	3,836,522	**4,424,859**
	Supplies	10,490	120,000	120,000	**120,000**
	Other Services and Charges	996,253	2,106,407	2,106,407	**2,075,159**
	Non-Capital Equipment	0	50,000	50,000	**50,000**
	Total M & O Expenditures	2,785,279	6,758,660	6,112,929	**6,670,018**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	2,785,279	6,758,660	6,112,929	**6,670,018**
Revenues		3,202,681	7,091,847	6,341,258	**6,612,758**
Staffing	Full-Time Equivalents - Civilian	12.4	47.5	41.5	**47.5**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	12.4	47.5	41.5	**47.5**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

o FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.

Planning & Development Special Revenue Fund
Planning & Development
Expenditure Summary



Business Area Performance Measures

Fund Name : Planning & Development Special Revenue Fund
Business Area : Planning & Development
Fund No. /Bus. Area No. : 2308 / 7000

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Applications Reviewed: Commercial	N/A	N/A	N/A	9,500
Applications Reviewed: Residential	N/A	N/A	N/A	17,500
Applications Reviewed: Subdivision Plats	2,318	2,150	2,092	2,100
Percentage of Commercial Plans Reviewed in 5 Business Days	N/A	90%	95%	90%
Percentage of Residential Plans Reviewed in 3 Business Days	N/A	90%	94%	90%
Walk-in Customers for Planner of the Day Services Seen within 10 Minutes of Check in	N/A	N/A	N/A	90%
Expenditures Adopted Budget vs Actual Utilization	N/A	98%	87%	98%
Revenues Adopted Budget vs Actual Utilization	N/A	100%	89%	100%

Division Summary

Fund Name : Planning & Development Special Revenue Fund
Business Area : Planning & Development
Fund No. /Bus Area No. : 2308 / 7000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
PD - Review Development Plats/Site Plans 700007						
Reviews projects at permit stage of the development process for compliance with applicable land development codes (including, but not limited to, Chapter 42 – Subdivision, Development and Platting; Chapter 28 – Regulation of Towers, Location of Hotels, and Hazardous Enterprises; Chapter 26 – Off-Street Parking & Loading; Chapter 33 – Trees, Shrubs, and Screening Fences).	0.0	314,527	11.0	914,956	**13.0**	**1,092,055**
PD - Review Subdiv Plat Application 700008						
Reviews subdivision plat proposals, public and private street layouts, and general land plans as part of the initial stage of the development process for compliance with applicable land development codes (including, but not limited to, Chapter 42 – Subdivision, Development and Platting) and state law.	12.4	691,036	15.0	1,329,519	**19.0**	**1,702,993**
PD - GIS Customer & Admin Support 700009						
Supports the core functions of the Planning & Development Department's land development, subdivision platting, and regulatory review responsibilities by providing customer service programs, noncompliance investigation and resolution, property addressing, internal administrative and managerial support, general analysis and forecasting of land development trends.	0.0	1,779,716	15.5	3,868,454	**15.5**	**3,874,970**
Total	**12.4**	**2,785,279**	**41.5**	**6,112,929**	**47.5**	**6,670,018**

Business Area Revenues Summary

Fund Name : Planning & Development Special Revenue Fund
Business Area : Planning & Development
Fund No./Bus. Area No. : 2308 / 7000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Licenses and Permits	101,730	594,757	317,418	**324,064**
Charges for Services	3,099,027	6,497,090	6,019,048	**6,282,294**
Interest	1,344	0	3,767	**4,900**
Miscellaneous/Other	580	0	1,025	**1,500**
Grand Total Revenues	**3,202,681**	**7,091,847**	**6,341,258**	**6,612,758**

Fund Summary

Fund Name : Asset Forfeiture
Business Area : Police Department
Fund No./Bus. Area No. : 2202 / 2203 / 2204 / 1000

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	5,306,108	5,306,108	**5,151,030**
Current Revenues	6,002,707	6,039,550	**4,848,970**
Total Available Resources	11,308,815	11,345,658	**10,000,000**
Maintenance and Operations	8,448,065	6,194,628	**10,000,000**
Other Interfund Transfers	0	0	**0**
Total Expenditures	8,448,065	6,194,628	**10,000,000**
Planned Ending Fund Balance	2,860,750	5,151,030	**0**
Total Budget	11,308,815	11,345,658	**10,000,000**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	2,860,750	5,151,030	**0**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Asset Forfeiture Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The Asset Forfeiture Fund was established to account for asset forfeiture proceeds. The Houston Police Department (HPD) receives asset forfeiture proceeds under guidelines set forth by the US Department of Justice, the US Department of the Treasury, and the State of Texas. These forfeiture proceeds are generated as a result of law enforcement efforts against illegal and criminal activity. Proceeds received under the various guidelines must be used for law enforcement purposes.

Asset forfeiture funds are used for overtime expenditures for HPD officers budgeted in the General Fund and for purchases of supplies and materials related to law enforcement programs.

Business Area Budget Summary

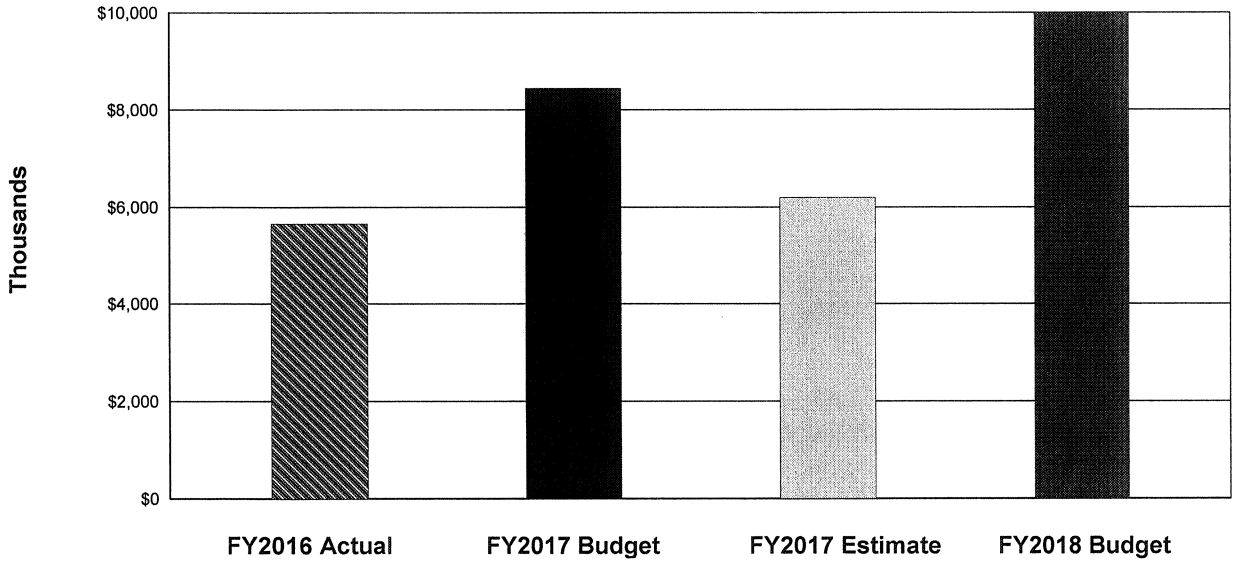
Fund Name : Asset Forfeiture
Business Area : Police Department
Fund No. /Bus. Area No. : 2202 / 2203 / 2204 / 1000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	1,953,503	3,300,000	3,300,000	**3,900,000**
	Supplies	1,559,880	1,963,866	1,624,130	**2,038,000**
	Other Services and Charges	1,491,780	1,545,640	1,174,953	**1,620,201**
	Equipment	160,389	57,210	56,205	**0**
	Non-Capital Equipment	487,810	1,581,349	39,340	**2,441,799**
	Total M & O Expenditures	5,653,362	8,448,065	6,194,628	**10,000,000**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	5,653,362	8,448,065	6,194,628	**10,000,000**
Revenues		5,165,789	6,002,707	6,039,550	**4,848,970**
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Overtime	25.4	30.6	30.6	**30.6**

Significant Budget Changes and Highlights

- o Operates programs against drug dealers and money launderers.
- o Funds overtime for law enforcement activities.
- o Provides support for investigations and other law enforcement activities.
- o FY2018 Budget includes capital funding for investigative operations, technology updates, Criminal Justice Information Services (CJIS) compliance and rollover procurements.

Asset Forfeiture
Police Department
Expenditure Summary



Business Area Performance Measures

Fund Name : Asset Forfeiture
Business Area : Police Department
Fund No. /Bus. Area No. : 2202 / 2203 / 2204 / 1000

Performance Measure	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Cash Seizure	$26M	$18M	$80M	$20M
Narcotics Related Arrests	13,020	10,000	12,000	12,000
Overtime Supported (FTEs)	$1.9M	$3.3M	$3.3M	$3.9M
Street Value of Seized Narcotics	$561M	$350M	$400M	$400M
Expenditures Adopted Budget vs Actual Utilization	47%	98%	73%	98%
Revenues Adopted Budget vs Actual Utilization	72%	100%	101%	100%

Division Summary

Fund Name : Asset Forfeiture
Business Area : Police Department
Fund No./Bus Area No. : 2202 / 2203 / 2204 / 1000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Asset Forfeiture Funds 100001						
Provide funding for the enhancement of law enforcement activities.	0.0	5,653,362	0.0	6,194,628	**0.0**	**10,000,000**

Division Summary

Fund Name : Asset Forfeiture
Business Area : Police Department
Fund No./Bus Area No. : 2202 / 2203 / 2204 / 1000

		FY2016 Actual		FY2017 Estimate		FY2018 Budget	
Division	**Name**	**FTEs**	**Costs $**	**FTEs**	**Costs $**	**FTEs**	**Costs $**
100001	Asset Forfeiture Funds						
	Civilian	0.0		0.0		**0.0**	
	Classified	0.0		0.0		**0.0**	
	Cadets	0.0		0.0		**0.0**	
	Total	0.0	5,653,362	0.0	6,194,628	**0.0**	**10,000,000**
Grand Total							
	Civilian	0.0		0.0		**0**	
	Classified	0.0		0.0		**0**	
	Cadets	0.0		0.0		**0**	
	Grand Total	**0.0**	**5,653,362**	**0.0**	**6,194,628**	**0.0**	**10,000,000**

Business Area Revenues Summary

Fund Name : Asset Forfeiture
Business Area : Police Department
Fund No./Bus. Area No. : 2202 / 2203 / 2204 / 1000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Interest	46,902	23,707	60,550	37,970
Miscellaneous/Other	5,118,887	5,979,000	5,979,000	4,811,000
Grand Total Revenues	**5,165,789**	**6,002,707**	**6,039,550**	**4,848,970**

Fund Summary

Fund Name	:	**Auto Dealers Fund**
Business Area	:	**Police Department**
Fund No./Bus. Area No.	:	**2200 / 1000**

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	2,206,380	2,206,380	**1,505,738**
Current Revenues	6,900,000	6,900,000	**7,010,000**
Total Available Resources	9,106,380	9,106,380	**8,515,738**
Maintenance and Operations	6,410,606	5,950,642	**6,647,534**
Debt Services	1,600,000	1,650,000	**1,640,000**
Total Expenditures	8,010,606	7,600,642	**8,287,534**
Planned Ending Fund Balance	1,095,774	1,505,738	**228,204**
Total Budget	9,106,380	9,106,380	**8,515,738**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	1,095,774	1,505,738	**228,204**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Auto Dealers Fund. Also included are the beginning fund balances, total revenues and total expenditures.

The Auto Dealers Fund was established to account for the funds that the Houston Police Department (HPD) receives during its enforcement of Chapter 8 of the City's Code of Ordinances. This ordinance was passed in compliance with Texas Senate Bill 226 of the 45th Regular Session. This bill gives cities the right to enact laws regulating automotive dealers and to fix penalties for the violation of these laws. The Auto Dealers' Division is also responsible for coordinating the licensing of tow truck drivers and regulating storage lots.

Senate Bill 226 also requires that "all sums collected from such dealers shall be used by the City for the enforcement, hereof, and for the enforcement of all provisions of the law regulating the sale, theft, or exchange of motor vehicles or parts, or accessories thereto and for no other purpose."

Business Area Budget Summary

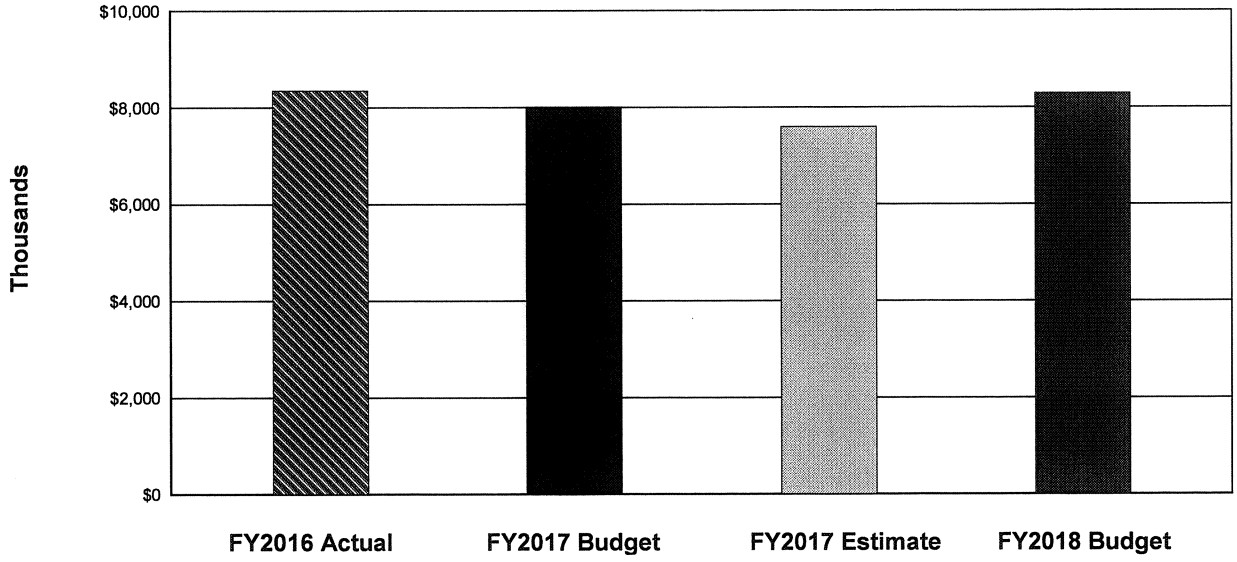
Fund Name : Auto Dealers Fund
Business Area : Police Department
Fund No. /Bus. Area No. : 2200 / 1000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	3,706,806	4,105,266	3,867,984	**3,978,524**
	Supplies	467,336	428,500	298,600	**371,500**
	Other Services and Charges	1,709,399	1,776,840	1,737,058	**1,797,510**
	Equipment	731,653	98,000	45,000	**500,000**
	Non-Capital Equipment	0	2,000	2,000	**0**
	Total M & O Expenditures	6,615,194	6,410,606	5,950,642	**6,647,534**
	Debt Service & Other Uses	1,736,420	1,600,000	1,650,000	**1,640,000**
	Total Expenditure	8,351,614	8,010,606	7,600,642	**8,287,534**
Revenues		7,220,525	6,900,000	6,900,000	**7,010,000**
Staffing	Full-Time Equivalents - Civilian	7.4	9.0	6.2	**9.0**
	Full-Time Equivalents - Classified	21.7	23.0	21.3	**23.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	29.1	32.0	27.5	**32.0**
	Full-Time Equivalents - Overtime	2.8	6.5	6.5	**6.5**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for the health benefits, pension contribution and employees contractual pay increases.
- Funding totaling $221,425 is provided for rent and shared services for Auto Dealers' personnel that are located in the Houston Permitting Center.

Auto Dealers Fund
Police Department
Expenditure Summary



Business Area Performance Measures

Fund Name : Auto Dealers Fund
Business Area : Police Department
Fund No. /Bus. Area No. : 2200 / 1000

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Licenses Issued	8,899	10,710	10,210	9,500
Notification Letters	37,843	45,515	74,900	70,000
Storage Lots Regulated	71	60	60	60
Tow Truck Licenses	920	961	920	948
Vehicles Auctioned	22,800	17,480	33,480	30,000
Expenditures Adopted Budget vs Actual Utilization	95%	98%	95%	98%
Revenues Adopted Budget vs Actual Utilization	103%	100%	100%	100%

Division Summary

Fund Name : Auto Dealers Fund
Business Area : Police Department
Fund No. /Bus Area No. : 2200 / 1000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Auto Dealers 100001						
Issues licenses and regulates automotive businesses, salesmen and wrecker drivers as provided by Chapter 8 of the Code of Ordinances, Houston, Texas, established on July 5, 1945. Auctions abandoned motor vehicles as prescribed by Chapter 683 of the Texas Transportation Code.	29.1	8,351,614	27.5	7,600,642	**32.0**	**8,287,534**

Division Summary

Fund Name : Auto Dealers Fund
Business Area : Police Department
Fund No. /Bus Area No. : 2200 / 1000

		FY2016 Actual		FY2017 Estimate		FY2018 Budget	
Division	**Name**	**FTEs**	**Costs $**	**FTEs**	**Costs $**	**FTEs**	**Costs $**
100001	Auto Dealers						
	Civilian	7.4		6.2		9.0	
	Classified	21.7		21.3		23.0	
	Cadets	0.0		0.0		0.0	
	Total	29.1	8,351,614	27.5	7,600,642	**32.0**	**8,287,534**
Grand Total							
	Civilian	7.4		6.2		**9.0**	
	Classified	21.7		21.3		**23.0**	
	Cadets	0.0		0.0		**0.0**	
	Grand Total	**29.1**	**8,351,614**	**27.5**	**7,600,642**	**32.0**	**8,287,534**

Business Area Revenues Summary

Fund Name : Auto Dealers Fund
Business Area : Police Department
Fund No./Bus. Area No. : 2200 / 1000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Licenses and Permits	2,735,797	2,700,000	2,660,000	**2,742,000**
Charges for Services	658,332	517,800	591,000	**606,000**
Other Fines and Forfeits	168	200	300	**400**
Interest	26,159	32,000	30,870	**30,600**
Miscellaneous/Other	3,800,069	3,650,000	3,617,830	**3,631,000**
Grand Total Revenues	**7,220,525**	**6,900,000**	**6,900,000**	**7,010,000**

Fund Summary

Fund Name	:	**Child Safety Fund**
Business Area	:	**Police Department**
Fund No./Bus. Area No.	:	**2209 / 1000**

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	109,691	109,691	**0**
Current Revenues	3,429,000	3,429,000	**3,429,000**
Total Available Resources	3,538,691	3,538,691	**3,429,000**
Maintenance and Operations	3,538,691	3,538,691	**3,429,000**
Total Expenditures	3,538,691	3,538,691	**3,429,000**
Planned Ending Fund Balance	0	0	**0**
Total Budget	3,538,691	3,538,691	**3,429,000**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	0	0	**0**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Child Safety Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

In 1991, the Texas legislature required each municipality with a population greater than 850,000 to create a Child Safety Fund. The purpose of this fund is to provide funding for public, parochial, and private school crossing guard programs inside the City. Revenues to the fund come from an assessment of a Municipal Court fee of $5.00 on each parking violation, a $1.50 fee for each vehicle registration authorized by Harris County, and up to $25 court costs assessed when an offense occurs within a school crossing zone or a parent contributes to school non-attendance.

Adopted in 1991, City Ordinance No. 91-939 stipulates that the first priority for the Child Safety Fund expenditures should be for elementary school crossing guards. Funding is apportioned based on each school district percentage of the total number of school crossings with paid guards within the City. The ordinance also states that if excess funds are available, funding for secondary school crossing guard services is apportioned in the same manner.

The legislation creating the fund also provides that if a surplus exists after the payment of all covered contract expenses, the excess can be used to pay for programs designed to enhance child safety, health, or nutrition.

The City of Houston pays out 100% of all revenues that come into this fund. The City does not charge administrative expenses for managing this fund, though they are allowable by law. The City has no obligation (or means) for paying out more from the fund than the fund takes in from revenue.

Business Area Budget Summary

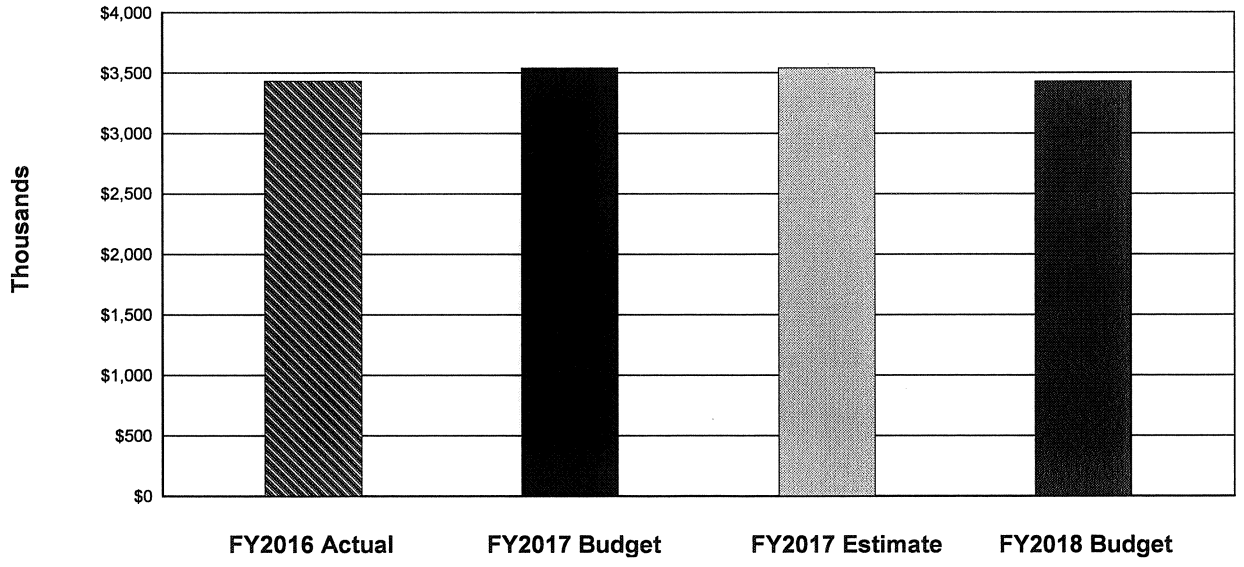
Fund Name : Child Safety Fund
Business Area : Police Department
Fund No. /Bus. Area No. : 2209 / 1000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Supplies	500	3,000	3,000	**3,000**
	Other Services and Charges	3,432,307	3,535,691	3,535,691	**3,426,000**
	Total M & O Expenditures	3,432,807	3,538,691	3,538,691	**3,429,000**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	3,432,807	3,538,691	3,538,691	**3,429,000**
Revenues		3,538,691	3,429,000	3,429,000	**3,429,000**
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- Continue maintaining crossing guards in accordance with City Ordinance No. 91-939, which established crossing guard services for elementary schools as priority followed by services for secondary schools.

Child Safety Fund
Police Department
Expenditure Summary



Business Area Performance Measures

Fund Name : Child Safety Fund
Business Area : Police Department
Fund No. /Bus. Area No. : 2209 / 1000

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Crossing Guards Funded	N/A	767	773	773
Schools and School Districts Funded for Crossing Guards	N/A	17	17	17
Expenditures Adopted Budget vs Actual Utilization	107%	98%	103%	98%
Revenues Adopted Budget vs Actual Utilization	110%	100%	100%	100%

Division Summary

Fund Name : Child Safety Fund
Business Area : Police Department
Fund No. /Bus Area No. : 2209 / 1000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
HPD - Office of Budget and Finance 100001						
Revenues derived from the $5.00 court fee assessed on each parking violation, $1.50 fee for each vehicle registration authorized by Harris County, and up to $25.00 court costs assessed when offenses occur in a school zone or a parent contributes to non-attendance.	0.0	3,432,807	0.0	3,538,691	**0.0**	**3,429,000**

Division Summary

Fund Name : Child Safety Fund
Business Area : Police Department
Fund No. /Bus Area No. : 2209 / 1000

Division	Name	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
100001	HPD - Office of Budget and Finance						
	Civilian	0.0		0.0		0.0	
	Classified	0.0		0.0		0.0	
	Cadets	0.0		0.0		0.0	
	Total	0.0	3,432,807	0.0	3,538,691	**0.0**	**3,429,000**
Grand Total							
	Civilian	0.0		0.0		**0.0**	
	Classified	0.0		0.0		**0.0**	
	Cadets	0.0		0.0		**0.0**	
	Grand Total	**0.0**	**3,432,807**	**0.0**	**3,538,691**	**0.0**	**3,429,000**

Business Area Revenues Summary

Fund Name : Child Safety Fund
Business Area : Police Department
Fund No./Bus. Area No. : 2209 / 1000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Other Fines and Forfeits	850,610	824,000	824,000	**824,000**
Interest	14,464	20,000	20,000	**20,000**
Miscellaneous/Other	2,673,617	2,585,000	2,585,000	**2,585,000**
Grand Total Revenues	**3,538,691**	**3,429,000**	**3,429,000**	**3,429,000**

Fund Summary

Fund Name	:	**Forensic Transition Special Fund**
Business Area	:	**Police Department**
Fund No./Bus. Area No.	:	**2213 / 1000**

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	26,809	26,809	**26,809**
Current Revenues	7,225,789	7,198,980	**7,238,565**
Total Available Resources	7,252,598	7,225,789	**7,265,374**
Maintenance and Operations	7,225,789	7,198,980	**7,238,565**
Total Expenditures	7,225,789	7,198,980	**7,238,565**
Planned Ending Fund Balance	26,809	26,809	**26,809**
Total Budget	7,252,598	7,225,789	**7,265,374**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	26,809	26,809	**26,809**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate, and the FY2018 Budget for the Forensic Transition Special Fund. Also included are the beginning and ending fund balances, total revenues, and total expenditures.

The Forensic Transition Special Fund was created in FY2014 for the transition of forensic operations from the Houston Police Department to the independent Houston Forensics Science Local Government Corporation. The fund's budget covers City of Houston employees that provide services to the corporation. The corporation reimburses the City for services provided.

The Forensic Transition Special Fund resources will be used to receive, analyze, and preserve physical evidence while adhering to the highest standards of quality, objectivity, and ethics. Expert testimony that is impartial and scientifically reliable will be provided. The Forensic Transition Special Fund consists of the Crime Laboratory and Identification Divisions. Forensic examination covers multiple scientific disciplines, including Biology/Serology, Controlled Substances, Firearms, Toxicology, Computer Forensics, Crime Scene Unit, Audio- Video, and Latent Prints.

Business Area Budget Summary

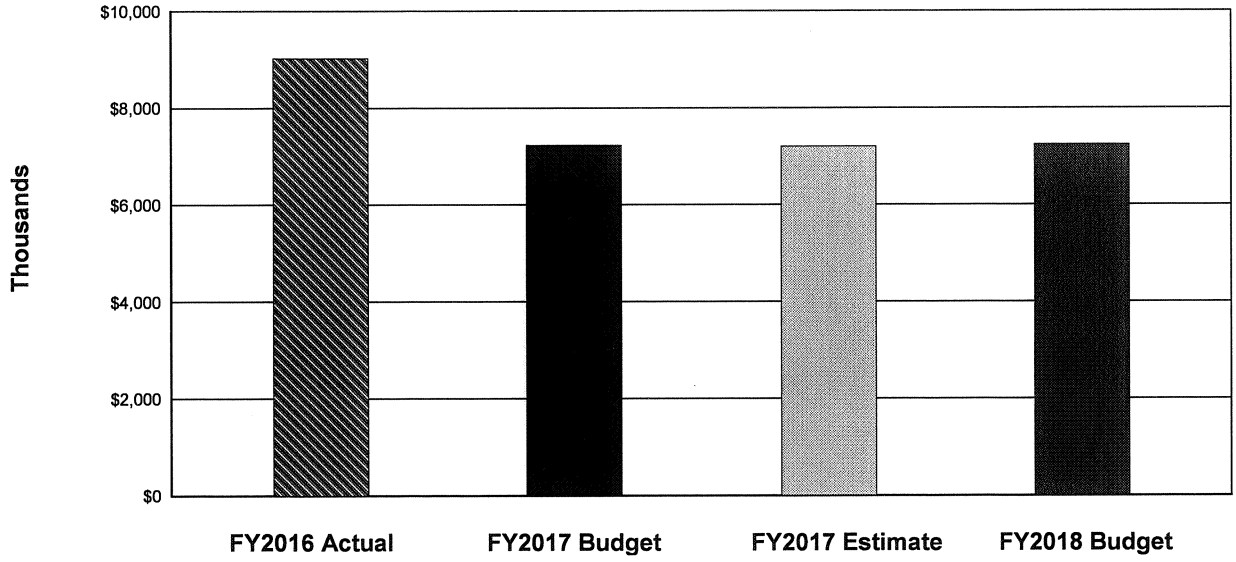
Fund Name : Forensic Transition Special Fund
Business Area : Police Department
Fund No. /Bus. Area No. : 2213 / 1000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	8,945,887	7,114,982	7,116,439	**7,212,660**
	Supplies	0	32,341	17,395	**2,395**
	Other Services and Charges	78,280	78,466	65,146	**23,510**
	Total M & O Expenditures	9,024,167	7,225,789	7,198,980	**7,238,565**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	9,024,167	7,225,789	7,198,980	**7,238,565**
Revenues		9,025,190	7,225,789	7,198,980	**7,238,565**
Staffing	Full-Time Equivalents - Civilian	55.0	30.0	29.3	**26.0**
	Full-Time Equivalents - Classified	59.4	40.0	28.4	**28.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	114.4	70.0	57.7	**54.0**
	Full-Time Equivalents - Overtime	2.9	3.0	3.1	**3.0**

Significant Budget Changes and Highlights

- o The FY2018 Budget provides funding for the health benefits, pension contribution and employees contractual pay increases.
- o Continue to provide technical and analytical expertise in the identification of controlled substances, analysis of firearms, forensic serology, DNA testing, toxicology, computer forensics, latent prints and crime scene services.
- o Manage and maintain proficiency testing, audits, certifications, inspections and performance.
- o Continue to manage caseload in a timely manner while mitigating any backlogs in various forensic disciplines through the proper management of personnel processes and utilization of technology.

Forensic Transition Special Fund
Police Department
Expenditure Summary



Division Summary

Fund Name : Forensic Transition Special Fund
Business Area : Police Department
Fund No. /Bus Area No. : 2213 / 1000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Investigative & Support Operations 100005						
Consists of the Crime Laboratory and Identification Divisions. Forensic examination covers multiple scientific disciplines to include: Biology/Serology, Controlled Substances, Firearms, Toxicology, Computer Forensics, Crime Scene Unit, Audio - Video, and Latent Prints.	114.4	9,024,167	57.7	7,198,980	**54.0**	**7,238,565**

Division Summary

Fund Name : Forensic Transition Special Fund
Business Area : Police Department
Fund No. /Bus Area No. : 2213 / 1000

		FY2016 Actual		FY2017 Estimate		FY2018 Budget	
Division	**Name**	**FTEs**	**Costs $**	**FTEs**	**Costs $**	**FTEs**	**Costs $**
100005	Investigative & Support Operations						
	Civilian	55.0		29.3		26.0	
	Classified	59.4		28.4		28.0	
	Cadets	0.0		0.0		0.0	
	Total	114.4	9,024,167	57.7	7,198,980	**54.0**	**7,238,565**
Grand Total							
	Civilian	55.0		29.3		**26.0**	
	Classified	59.4		28.4		**28.0**	
	Cadets	0.0		0.0		**0.0**	
	Grand Total	**114.4**	**9,024,167**	**57.7**	**7,198,980**	**54.0**	**7,238,565**

Business Area Revenues Summary

Fund Name : Forensic Transition Special Fund
Business Area : Police Department
Fund No./Bus. Area No. : 2213 / 1000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Charges for Services	9,023,465	7,225,789	7,198,980	**7,238,565**
Miscellaneous/Other	1,725	0	0	**0**
Grand Total Revenues	**9,025,190**	**7,225,789**	**7,198,980**	**7,238,565**

Fund Summary

Fund Name	:	**Police Special Services**
Business Area	:	**Police Department**
Fund No./Bus. Area No.	:	**2201 / 1000**

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	7,077,393	7,077,393	**5,536,053**
Current Revenues	7,661,616	10,085,191	**7,180,652**
Total Available Resources	14,739,009	17,162,584	**12,716,705**
Maintenance and Operations	11,415,531	11,415,531	**9,251,138**
Other Interfund Transfers	211,000	211,000	**222,109**
Total Expenditures	11,626,531	11,626,531	**9,473,247**
Planned Ending Fund Balance	3,112,478	5,536,053	**3,243,458**
Total Budget	14,739,009	17,162,584	**12,716,705**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	3,112,478	5,536,053	**3,243,458**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate, and the FY2018 Budget for the Police Special Services Fund. Also included are the beginning and ending fund balances, total revenues, and total expenditures.

The Police Special Services Fund was created to properly account for monies received by the Houston Police Department (HPD) that are not covered by other funds. These funds include monies received from other agencies or organizations to reimburse HPD for cost of supplies and services. As a sub-grantee for monies restricted to a specific law enforcement purpose, HPD uses these funds which are dedicated to specific purposes.

Examples of reimbursable services include: HPD participation in joint police operations; security and traffic control for such activities as fun runs, festivals, and bike rides; staffing for training facilities when used by other agencies; and contracted services as with the Immigration Customs Enforcement. Examples of restricted funds include certain court awards and state training funds. An example of a donation is a contribution from an organization or citizen for the purchase of police equipment or vehicles.

FY2017 reflects increase in expeditures due to Super Bowl LI. In FY2017 and FY2018, funding from TIRZ was decreased.

Business Area Budget Summary

Fund Name : Police Special Services
Business Area : Police Department
Fund No. /Bus. Area No. : 2201 / 1000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	8,439,905	8,755,311	8,755,311	**6,770,906**
	Supplies	62,671	1,161,950	1,161,950	**659,802**
	Other Services and Charges	1,012,038	1,149,805	1,149,805	**1,742,430**
	Equipment	504,893	307,465	307,465	**75,000**
	Non-Capital Equipment	0	41,000	41,000	**3,000**
	Total M & O Expenditures	10,019,507	11,415,531	11,415,531	**9,251,138**
	Debt Service & Other Uses	217,202	211,000	211,000	**222,109**
	Total Expenditure	10,236,709	11,626,531	11,626,531	**9,473,247**
Revenues		10,549,791	7,661,616	10,085,191	**7,180,652**
Staffing	Full-Time Equivalents - Civilian	5.4	5.0	2.0	**2.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	5.4	5.0	2.0	**2.0**
	Full-Time Equivalents - Overtime	62.7	64.7	68.3	**50.8**

Significant Budget Changes and Highlights

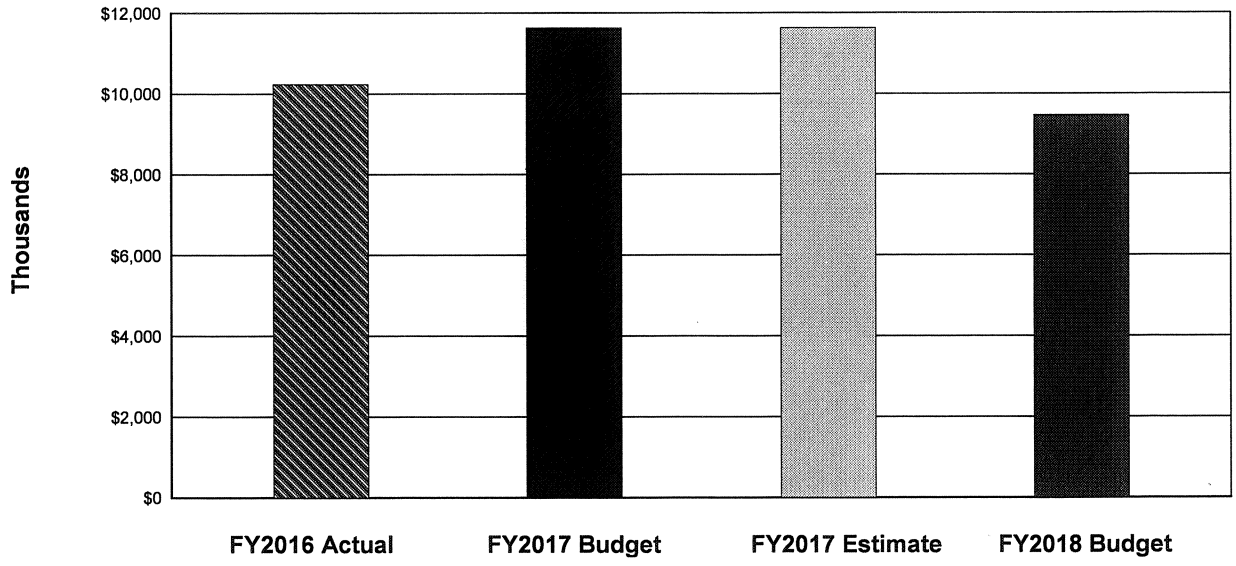
o The FY2018 Budget provides funding for health benefits, pension contribution and employees contractual pay increases.

o The FY2018 Budget includes funding for the continuation of the Human Trafficking Unit.

o The FY2018 Budget continues FY2017 service levels with associated accounting for:

- Law Enforcement Officers Standards in Education (LEOSE) – Funds received by the State and designated for training of police personnel.
- Donations and contributions from private companies to designated divisions/commands.
- Tax Increment Reinvestment Zones (TIRZ) – Municipal Service Fees from various zones/districts per agreements to defray some of the costs incurred for programs specifically in the districts.

Police Special Services
Police Department
Expenditure Summary



Business Area Performance Measures

Fund Name : Police Special Services
Business Area : Police Department
Fund No. /Bus. Area No. : 2201 / 1000

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Law Enforcement Officers Standards in Education (LEOSE)	N/A	6,700	6,647	6,647
Memorandum of Agreements/Understandings for Police Services	N/A	50	46	46
Municipal Service Agreements with TIRZ Districts	N/A	13	2	2
Reimbursable Fun Runs, Festivals and Bike Rides	N/A	22	27	29
Expenditures Adopted Budget vs Actual Utilization	89%	98%	109%	98%
Revenues Adopted Budget vs Actual Utilization	106%	100%	132%	100%

Division Summary

Fund Name : Police Special Services
Business Area : Police Department
Fund No. /Bus Area No. : 2201 / 1000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Police Services 100002						
Provides services to outside entities, organizations, and other law enforcement activities. Services include: providing security at fun runs, festivals, bike rides, and assignments for other agencies. Accounts for TIRZ funds. Disbursements for law enforcement supplies and equipment.	5.4	9,560,666	2.0	11,310,042	**2.0**	**8,659,860**
LEOSE Training Funds 100004						
Disburses restricted funds for law enforcement training activities.	0.0	610,846	0.0	212,462	**0.0**	**460,000**
Investigative & Support Operations 100005						
Supports street closure permits, traffic control permits, Air Support training and equipment.	0.0	65,197	0.0	104,027	**0.0**	**353,387**

Division Summary

Fund Name : Police Special Services
Business Area : Police Department
Fund No. /Bus Area No. : 2201 / 1000

Division	Name	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
100002	Police Services						
	Civilian	5.4		2.0		2.0	
	Classified	0.0		0.0		0.0	
	Cadets	0.0		0.0		0.0	
	Total	5.4	9,560,666	2.0	11,310,042	**2.0**	**8,659,860**
100004	LEOSE Training Funds						
	Civilian	0.0		0.0		0.0	
	Classified	0.0		0.0		0.0	
	Cadets	0.0		0.0		0.0	
	Total	0.0	610,846	0.0	212,462	**0.0**	**460,000**
100005	Investigative & Support Operations						
	Civilian	0.0		0.0		0.0	
	Classified	0.0		0.0		0.0	
	Cadets	0.0		0.0		0.0	
	Total	0.0	65,197	0.0	104,027	**0.0**	**353,387**
Grand Total							
	Civilian	5.4		2.0		**2.0**	
	Classified	0.0		0.0		**0.0**	
	Cadets	0.0		0.0		**0.0**	
	Grand Total	**5.4**	**10,236,709**	**2.0**	**11,626,531**	**2.0**	**9,473,247**

Business Area Revenues Summary

Fund Name : Police Special Services
Business Area : Police Department
Fund No./Bus. Area No. : 2201 / 1000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Licenses and Permits	418,944	287,000	296,465	**266,000**
Intergovernmental	373,749	386,415	345,322	**345,322**
Charges for Services	2,810,701	2,203,500	5,974,580	**3,780,329**
Other Fines and Forfeits	48	0	0	**0**
Interest	48,308	60,000	60,000	**60,000**
Miscellaneous/Other	1,875,164	1,724,701	1,908,824	**1,749,001**
Other Resources	5,022,877	3,000,000	1,500,000	**980,000**
Grand Total Revenues	**10,549,791**	**7,661,616**	**10,085,191**	**7,180,652**

Fund Summary

Fund Name	:	**Building Inspection Fund**
Business Area	:	**Public Works & Engineering**
Fund No./Bus. Area No.	:	**2301 / 2000**

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	34,196,610	34,196,610	**30,118,034**
Current Revenues	81,680,800	75,474,787	**75,761,225**
Total Available Resources	115,877,410	109,671,397	**105,879,259**
Maintenance and Operations	91,911,300	75,973,263	**91,386,100**
Debt Services	964,100	964,100	**966,500**
Other Interfund Transfers	2,616,000	2,616,000	**2,616,000**
Total Expenditures	95,491,400	79,553,363	**94,968,600**
Planned Ending Fund Balance	20,386,010	30,118,034	**10,910,659**
Total Budget	115,877,410	109,671,397	**105,879,259**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	20,386,010	30,118,034	**10,910,659**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Building Inspection Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The Building Inspection Fund of the Public Works & Engineering Department ensures that buildings and structures constructed and maintained adhere to the standards set by the City of Houston construction code, to issue and enforce permits through examination and approval process for new and existing signs, to review and approve development plans for the City's infrastructure.

Below are the short and long term goals :

Short Term Goals

- Continue improved outreach and communication to stakeholder groups.
- Continue cross-training to promote more flexibility in utilization of staff resources.
- Continue technical and administrative training to promote exemplary performance in staff.
- Research and acquire processing mapping services and interactive internet software module to provide in-depth detailed information for customers to navigate a wide variety of codes and procedures related to regulation of construction projects.
- Support the department's Planning and Code Enforcement operations by migrating the existing Houston Permitting Center (HPC) web portal prescence to a new web portal system featuring a self-service permitting wizard.

Long Term Goals

- Implement and refine electronic plan review for both commercial and residential development.
- Advance the department's planning and code enforcement operations for the Planning and Development Services Division by migrating operations to a new work order system, mobile inspection system, electronic plan review, and the self-service permitting portal systems.

Business Area Budget Summary

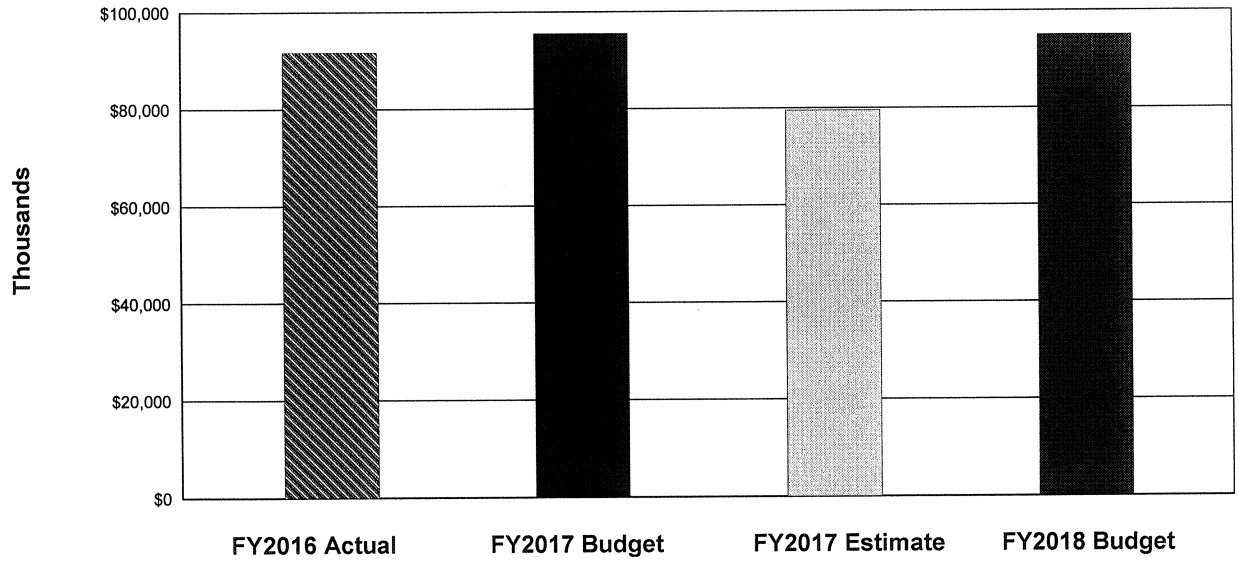
Fund Name : Building Inspection Fund
Business Area : Public Works & Engineering
Fund No. /Bus. Area No. : 2301 / 2000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	51,848,506	60,293,000	56,425,448	**60,340,400**
	Supplies	656,196	1,118,800	750,591	**994,800**
	Other Services and Charges	11,983,925	20,933,000	15,384,635	**22,074,100**
	Equipment	2,611,163	8,375,400	2,878,813	**6,739,400**
	Non-Capital Equipment	54,244	1,191,100	533,776	**1,237,400**
	Total M & O Expenditures	67,154,034	91,911,300	75,973,263	**91,386,100**
	Debt Service & Other Uses	24,509,987	3,580,100	3,580,100	**3,582,500**
	Total Expenditure	91,664,021	95,491,400	79,553,363	**94,968,600**
Revenues		84,837,422	81,680,800	75,474,787	**75,761,225**
Staffing	Full-Time Equivalents - Civilian	547.7	610.3	585.9	**611.5**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	547.7	610.3	585.9	**611.5**
	Full-Time Equivalents - Overtime	41.1	47.8	43.1	**33.4**

Significant Budget Changes and Highlights

- o The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- o Includes funding for pension reform plan.
- o Continue to develop applications for an enhanced Web Portal and Permitting Wizard for the Houston Permitting Center.
- o FY2018 revenues are expected to decrease by $6 million from the FY2017 Budget due to an anticipated decline in new construction.
- o Includes funding of $1.6 million for FY2017 capital equipment rollovers.
- o Includes a one-time transfer of $2.1 million to the General Fund to cover the cost of 28 Inspectors for Department of Neighborhoods.
- o Includes funding to cover the cost of two sanitarian positions for purposes of health plan reviews related to Houston Permitting Center needs. These positions will help improve customer service, as well as, enforcement of environmental health code regulations.

Building Inspection Fund
Public Works & Engineering
Expenditure Summary



Business Area Performance Measures

Fund Name : Building Inspection Fund
Business Area : Public Works & Engineering
Fund No. /Bus. Area No. : 2301 / 2000

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Building Inspections Completed	595,414	650,000	582,274	583,000
Commercial Plan Reviews Completed	19,965	19,900	19,890	20,000
Commercial Plan Reviews Completed within 15 Business Days	44%	90%	91%	93%
Flood Plain Area Inspections Completed	9,193	5,500	10,000	10,000
Habitability Inspections Completed	867	700	1,170	1,200
Public Infrastructure Plan Reviews Completed within 10 Business Days	95%	95%	75%	95%
Residential Plan Reviews Completed	11,315	11,500	11,272	11,300
Residential Plan Reviews Completed within 10 Business Days	30%	90%	53%	55%
Sign Inspections Completed	39,052	36,000	36,651	37,518
Solar Only Commercial Submittals Completed within 5 Business Days	N/A	100%	100%	100%
Solar Only Residential Submittals Completed within 5 Business Days	N/A	100%	100%	100%
Total Plans Reviewed	55,760	55,000	53,634	54,000
Expenditures Adopted Budget vs Actual Utilization	101%	98%	83%	98%
Revenues Adopted Budget vs Actual Utilization	115%	100%	92%	100%

Division Summary

Fund Name : Building Inspection Fund
Business Area : Public Works & Engineering
Fund No. /Bus Area No. : 2301 / 2000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Planning & Development Services Division 200006						
The Planning & Development Services Division (PDS) is charged with a regulatory role to ensure the safety, usability and sustainability of the private and public built environment. Duties are executed by the practical application of reviews, permit administration, and field inspection under the adopted City of Houston statutes related to Building Codes, Sign Administration, and Public Infrastructure.	536.2	87,416,829	571.5	72,231,744	**593.5**	**83,926,500**
Information Technology 200008						
Provides the highest quality technology-based services in the most effective and cost-effective manner, to facilitate the PWE departmental mission as it applies to planning, operation, maintenance, construction management, and technical engineering of the city's public infrastructure.	11.5	4,198,192	14.4	7,269,819	**18.0**	**10,987,900**
Management Support Branch 200009						
Provides funding for the Building Inspection bi-weekly payroll function.	0.0	49,000	0.0	51,800	**0.0**	**54,200**
Total	**547.7**	**91,664,021**	**585.9**	**79,553,363**	**611.5**	**94,968,600**

Business Area Revenues Summary

Fund Name : Building Inspection Fund
Business Area : Public Works & Engineering
Fund No./Bus. Area No. : 2301 / 2000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Other Franchise	3,999,835	4,348,300	4,078,044	**4,303,500**
Licenses and Permits	78,029,493	74,574,300	68,904,974	**68,897,475**
Charges for Services	985,442	1,530,200	940,780	**975,350**
Direct Interfund Services	527,666	516,500	544,860	**629,400**
Other Fines and Forfeits	8,040	6,600	6,824	**6,800**
Interest	447,906	284,600	391,005	**382,900**
Miscellaneous/Other	785,414	395,800	534,500	**514,800**
Other Resources	53,626	24,500	73,800	**51,000**
Grand Total Revenues	**84,837,422**	**81,680,800**	**75,474,787**	**75,761,225**

Fund Summary

Fund Name : Houston TranStar
Business Area : Public Works & Engineering
Fund No./Bus. Area No. : 2402 / 2000

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	1,574,268	1,574,268	**627,768**
Current Revenues	2,259,300	2,309,300	**2,450,300**
Total Available Resources	3,833,568	3,883,568	**3,078,068**
Maintenance and Operations	3,255,800	3,255,800	**2,859,500**
Total Expenditures	3,255,800	3,255,800	**2,859,500**
Planned Ending Fund Balance	577,768	627,768	**218,568**
Total Budget	3,833,568	3,883,568	**3,078,068**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	577,768	627,768	**218,568**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Houston TranStar Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

Houston Transtar is a collaborative program between the City of Houston, Harris County, the Metropolitan Transit Authority of Harris County (METRO), and the Texas Department of Transportation. It is responsible for coordinating the planning, design, operations and maintenance of transportation, homeland security, and emergency management functions in the 13 counties surrounding and including the City of Houston.

The four member agencies house operations of twelve different departments at the center. All member agencies issue payment to the City of Houston for the operation of the center. The City in turn manages their funding to provide general support services to their employees who are housed at the center.

The Houston TranStar Center accommodates high-technology components and multi-agency specialists in a regional Transportation Control Center and an Emergency Operations Center. The Consortium also maintains an information website (www.houstontranstar.org) that serves an average of 1 million users on normal days and 2.5 million users during disasters.

Short Term Goals

o Enhance security measures at the recently expanded TranStar facility.
o Monitor the building maintenance projects.
o Create an internal intra-net site to replace the 13 year old existing site.
o Devise new ways to fund and maintain the existing and future building systems.
o Improve the Incident Management program to respond to transportation incidents.

Long Term Goals

o Continue to implement, operate, and maintain the best Unified Regional Transportation and Emergency System.
o Provide dispatch services and traffic incident clearance to the public.
o Provide incident management services to first responders (Police, Fire, EMS, Maintenance).
o Maximize service through leveraging resources and inter-agency coordination.
o Expand opportunities to increase public-private partnerships.

Business Area Budget Summary

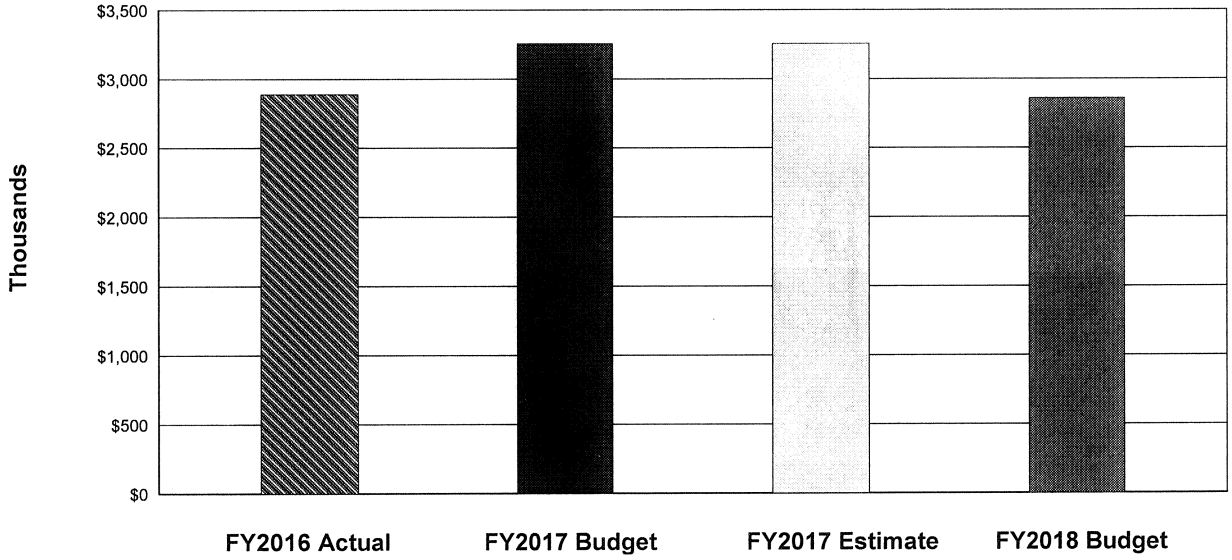
Fund Name : Houston TranStar
Business Area : Public Works & Engineering
Fund No. /Bus. Area No. : 2402 / 2000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	914,140	981,663	981,663	**1,048,400**
	Supplies	114,799	91,711	91,711	**105,100**
	Other Services and Charges	1,775,144	2,140,426	2,140,426	**1,674,000**
	Equipment	40,034	0	0	**0**
	Non-Capital Equipment	44,854	42,000	42,000	**32,000**
	Total M & O Expenditures	2,888,971	3,255,800	3,255,800	**2,859,500**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	2,888,971	3,255,800	3,255,800	**2,859,500**
Revenues		2,362,526	2,259,300	2,309,300	**2,450,300**
Staffing	Full-Time Equivalents - Civilian	7.8	9.0	8.3	**9.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	7.8	9.0	8.3	**9.0**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- o The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- o Includes funding for pension reform plan.
- o Provides maintenance of physical support systems at the Houston Transtar Center.
- o Continues to oversee light rail control operations.
- o Includes funding for several repair projects to support recent expansion efforts at the Houston Transtar Center.
- o Oversees the METRO Emergency Operation Center and Harris County Sheriff Office Tactical Operations Center.

Houston TranStar
Public Works & Engineering
Expenditure Summary



Division Summary

Fund Name : Houston TranStar
Business Area : Public Works & Engineering
Fund No. /Bus Area No. : 2402 / 2000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Traffic Operations Division 200002						
Manages, operates and maintains the Houston TranStar Center.	7.8	2,888,971	8.3	3,255,800	**9.0**	**2,859,500**
Total	**7.8**	**2,888,971**	**8.3**	**3,255,800**	**9.0**	**2,859,500**

Business Area Revenues Summary

Fund Name : Houston TranStar
Business Area : Public Works & Engineering
Fund No./Bus. Area No. : 2402 / 2000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Intergovernmental	1,668,912	1,600,200	1,650,200	**1,741,200**
Charges for Services	657,689	642,800	642,800	**694,100**
Interest	17,258	15,000	15,000	**15,000**
Miscellaneous/Other	18,667	1,300	1,300	**0**
Grand Total Revenues	**2,362,526**	**2,259,300**	**2,309,300**	**2,450,300**

Fund Summary

Fund Name : Recycling Revenue Fund
Business Area : Solid Waste Management
Fund No./Bus. Area No. : 2305 / 2100

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	600,530	600,530	**935,516**
Current Revenues	6,048,860	4,484,381	**4,068,513**
Total Available Resources	6,649,390	5,084,911	**5,004,029**
Maintenance and Operations	2,313,507	1,377,991	**1,595,139**
Other Interfund Transfers	2,771,404	2,771,404	**2,771,404**
Total Expenditures	5,084,911	4,149,395	**4,366,543**
Planned Ending Fund Balance	1,564,479	935,516	**637,486**
Total Budget	6,649,390	5,084,911	**5,004,029**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	1,564,479	935,516	**637,486**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Recycling Revenue Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The Recycling Expansion Program was created September 9, 2008, by Ordinance No. 2008-792, to receive funds to be used for the expansion and implementation of the City's Recycling Programs and related services including but not limited to: equipment and materials acquisition, recycling education, and hiring of staff.

Presently, the revenue generating activity is for the sale of recyclable materials sold by the City, although it is not limited to this activity.

The department's mission for the Recycling Expansion Program is to increase the convenience to the citizens and maximize the diversion of the City's waste stream by expanding the curbside recycling program to all residents using single-stream recycling.

Business Area Budget Summary

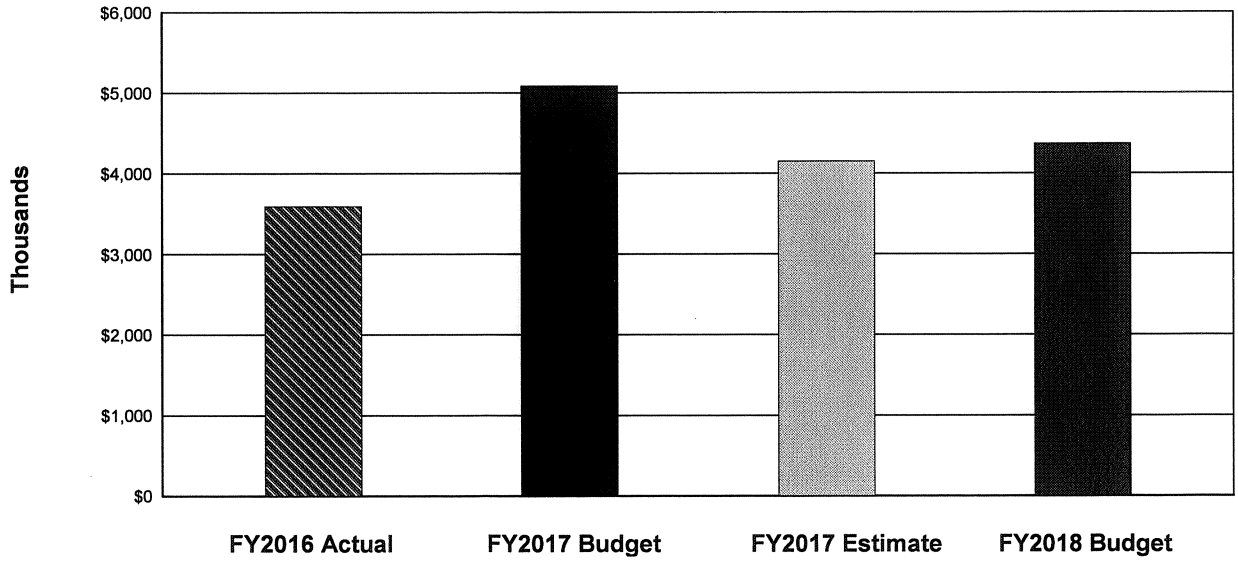
Fund Name : Recycling Revenue Fund
Business Area : Solid Waste Management
Fund No. /Bus. Area No. : 2305 / 2100

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	198,950	290,397	290,397	**308,556**
	Supplies	2,144	7,313	2,313	**2,313**
	Other Services and Charges	604,955	1,915,797	1,085,281	**1,284,270**
	Equipment	15,299	0	0	**0**
	Non-Capital Equipment	0	100,000	0	**0**
	Total M & O Expenditures	821,348	2,313,507	1,377,991	**1,595,139**
	Debt Service & Other Uses	2,771,404	2,771,404	2,771,404	**2,771,404**
	Total Expenditure	3,592,752	5,084,911	4,149,395	**4,366,543**
Revenues		2,063,688	6,048,860	4,484,381	**4,068,513**
Staffing	Full-Time Equivalents - Civilian	2.4	4.0	4.0	**4.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	2.4	4.0	4.0	**4.0**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increase.
- Increased focus on educating and promoting the recycling program to the community to emphasize the removal of glass from the curbside single-stream program and other means of "cleaning up" recycling to maximize the value of materials collected.
- The FY2018 Revenue Budget includes funding from General Fund of $3,794,133 due to an anticipated decrease in revenues as a result of lower commodity prices; as well as increases in contractual obligations within the curbside single-stream program.

Recycling Revenue Fund
Solid Waste Management
Expenditure Summary



Business Area Performance Measures

Fund Name : Recycling Revenue Fund
Business Area : Solid Waste Management
Fund No. /Bus. Area No. : 2305 / 2100

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Curbside Recycling Rate (single stream)	12%	14%	13%	15%
Expenditures Adopted Budget vs Actual Utilization	107%	98%	69%	98%
Revenues Adopted Budget vs Actual Utilization	80%	100%	74%	100%

Division Summary

Fund Name : Recycling Revenue Fund
Business Area : Solid Waste Management
Fund No. /Bus Area No. : 2305 / 2100

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
SWM - SW Collections 210009						
Educate and promote the recycling program to the community.	2.4	3,592,752	4.0	4,149,395	**4.0**	**4,366,543**
Total	**2.4**	**3,592,752**	**4.0**	**4,149,395**	**4.0**	**4,366,543**

Business Area Revenues Summary

Fund Name : Recycling Revenue Fund
Business Area : Solid Waste Management
Fund No./Bus. Area No. : 2305 / 2100

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Licenses and Permits	26,563	230,000	230,000	**95,175**
Charges for Services	83,646	50,000	50,000	**50,000**
Interest	12,170	0	785	**0**
Miscellaneous/Other	384,138	274,727	409,463	**129,205**
Other Resources	1,557,171	5,494,133	3,794,133	**3,794,133**
Grand Total Revenues	**2,063,688**	**6,048,860**	**4,484,381**	**4,068,513**

INTERNAL SERVICES FUNDS

Health Benefits ..... XI - 2

Long Term Disability ..... XI - 8

Fund Summary

Fund Name : Health Benefits
Business Area : Human Resources
Fund No./Bus. Area No. : 9000 / 8000

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	23,976,866	23,976,866	**17,766,904**
Current Revenues	357,272,853	360,567,995	**388,151,348**
Total Available Resources	381,249,719	384,544,861	**405,918,252**
Maintenance and Operations	366,777,957	366,777,957	**387,764,607**
Total Expenditures	366,777,957	366,777,957	**387,764,607**
Planned Ending Fund Balance	14,471,762	17,766,904	**18,153,645**
Total Budget	381,249,719	384,544,861	**405,918,252**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Health Benefits Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The Health Benefits Fund is an Internal Service Fund established in 1984 to centralize the financial transactions of the City's benefit plans. The benefit plans include health, vision, dental, life insurance, dependent care reimbursement and a health flexible reimbursement arrangement plan. The City also provides five Medicare plans for all eligible retirees age 65 and over, who are covered by Medicare. The medical plans are supported by contributions from the City and subscribers.

The City became self-insured effective May 1, 2011, and initially purchased stop loss insurance. Effective May 1, 2013, the City no longer purchased individual and aggregate stop-loss coverage, and assumed the financial risk of catastrophic and overall claims liability.

HR will enculturate the health benefits provider, educate subscribers on plan design and use, promote wellness initiatives and continue to enhance self-insured accounting, reporting, and internal controls in the fiscal aspects of the plan. The Health Benefits Fund complies with governmental accounting standards mandating balanced budgets for Internal Service Fund.

The FY2018 Active subscriber rates are increasing by 14.90% for Open Access & Consumer Driven Health Plan (CDHP) and 0% for Limited Plans effective May 1, 2017. The City departments' contribution rates will increase by 10.60% in aggregate effective July 1, 2017.

Business Area Budget Summary

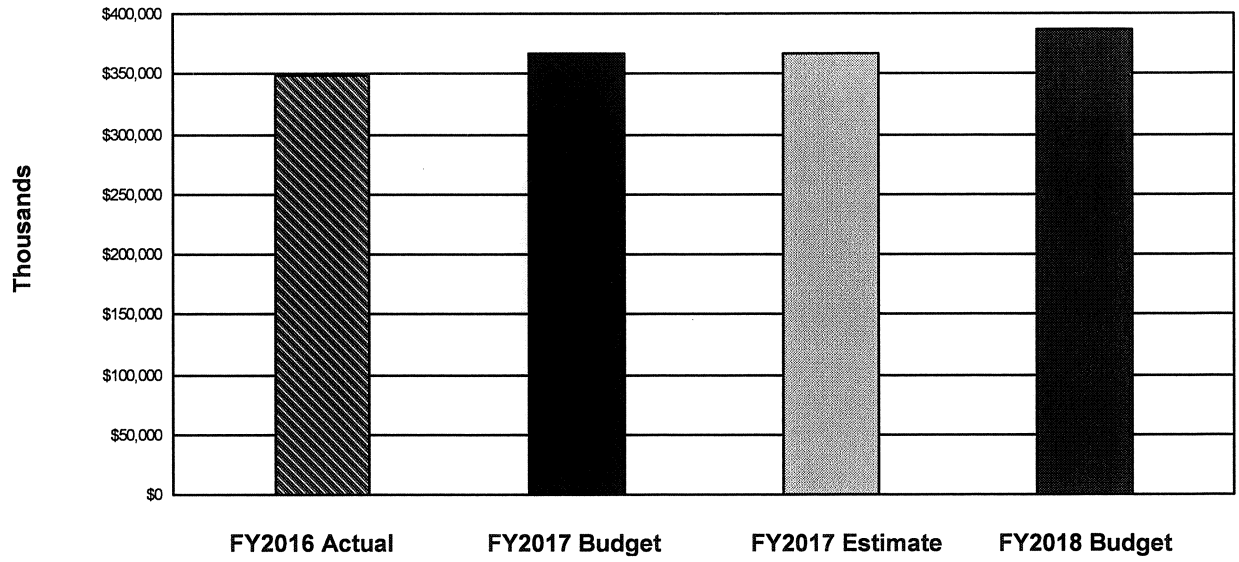
Fund Name : Health Benefits
Business Area : Human Resources
Fund No. /Bus. Area No. : 9000 / 8000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	5,006,531	4,975,937	4,975,937	**5,124,958**
	Supplies	60,552	80,450	80,450	**98,149**
	Other Services and Charges	343,347,395	361,267,070	361,267,070	**382,324,612**
	Equipment	0	0	0	**200,000**
	Non-Capital Equipment	28,832	454,500	454,500	**16,888**
	Total M & O Expenditures	348,443,310	366,777,957	366,777,957	**387,764,607**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	348,443,310	366,777,957	366,777,957	**387,764,607**
Revenues		340,629,244	357,272,853	360,567,995	**388,151,348**
Staffing	Full-Time Equivalents - Civilian	47.7	50.1	50.1	**49.5**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	47.7	50.1	50.1	**49.5**
	Full-Time Equivalents - Overtime	0.4	0.1	0.1	**0.0**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contributions and municipal employees contractual (HOPE) pay increases.
- The FY2018 Revenue Budget includes the increases in City and subscribers' contributions and active employees and their spouses wellness non-engagement surcharge.
- The FY2018 includes funding to identify and benchmark programs to reduce chronic health conditions in both active employee and spousal populations.

Health Benefits
Human Resources
Expenditure Summary



Business Area Performance Measures

Fund Name : Health Benefits
Business Area : Human Resources
Fund No. /Bus. Area No. : 9000 / 8000

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Generic Drug Utilization	N/A	85%	85%	80%
Health Assessment Completion	N/A	89%	89%	50%
Expenditures Adopted Budget vs Actual Utilization	101%	98%	101%	98%
Revenues Adopted Budget vs Actual Utilization	101%	100%	101%	100%

Division Summary

Fund Name : Health Benefits
Business Area : Human Resources
Fund No. /Bus Area No. : 9000 / 8000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
HR - Benefits Administration 800012						
Administer and analyze City sponsored benefits by utilizing a customer focused approach for employees, retirees, and their dependents. Create a healthy culture throughout the City that positively affects employee productivity and morale, thereby leading the City to be an "employer of choice."	29.4	4,446,495	31.6	5,568,057	**28.5**	**4,652,284**
HR - Employee Assistance Program 800013						
Offer confidential assessment, referral and short-term counseling to employees with personal concerns that may adversely affect work performance. Serve as a leader in compliance with the Drug Free Workplace Act. Provide consultation and education to supervisors and managers. Serve as a key resource in the prevention and management of workplace violence.	3.0	598,025	2.9	724,338	**3.0**	**655,028**
HR - Communications 800014						
Communicate to employees their roles in the organization and the importance of providing excellent customer service. Improve employee morale, foster teamwork, recognize employee achievements, inform and educate employees about their benefit choices and foster an environment of wellness.	7.3	790,918	7.6	811,522	**8.0**	**843,107**
HR - Benefits Financial/Reporting 800015						
Assist in the design, maintenance and interpretation of management reports on operational and financial matters. Prepare the budget and monitor the various benefit plans' financial impact.	8.0	342,607,872	8.0	359,674,040	**10.0**	**381,614,188**
Total	**47.7**	**348,443,310**	**50.1**	**366,777,957**	**49.5**	**387,764,607**

Business Area Revenues Summary

Fund Name : Health Benefits
Business Area : Human Resources
Fund No./Bus. Area No. : 9000 / 8000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Intergovernmental	(78,801)	0	0	**0**
Interest	477,415	486,000	510,053	**450,000**
Miscellaneous/Other	340,230,630	356,786,853	360,057,942	**387,701,348**
Grand Total Revenues	**340,629,244**	**357,272,853**	**360,567,995**	**388,151,348**

Fund Summary

Fund Name : Long Term Disability
Business Area : Human Resources
Fund No./Bus. Area No. : 9001 / 8000

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	1,236,795	1,236,795	**1,150,231**
Current Revenues	1,358,355	1,358,355	**1,380,563**
Total Available Resources	2,595,150	2,595,150	**2,530,794**
Maintenance and Operations	1,644,919	1,444,919	**1,664,771**
Total Expenditures	1,644,919	1,444,919	**1,664,771**
Planned Ending Fund Balance	950,231	1,150,231	**866,023**
Total Budget	2,595,150	2,595,150	**2,530,794**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Long Term Disability (LTD) Internal Service Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The LTD plan is a self-insured program established in 1985 and has been modified several times. In 2001, classified police officers were removed from the plan as a result of Meet and Confer negotiations, which replaced their disability plan with a Paid Time Off (PTO) program. Effective September 1, 2008, each new permanent full-time employee (other than classified police officers) is eligible for LTD coverage after one year of employment (previously two years).

The plan is actuarially funded, which means that each year's expenditures are a combination of current payments to disabled employees and an amount needed to ensure the long-term financial soundness of the fund. An independent actuary makes a determination of the most likely future trends in expenditures and investment return and suggests a proper contribution.

The Human Resources Department administers the plan and coordinates benefits to disabled employees in a way to avoid possible duplication of benefits with other insurance programs. A third-party administrator determines eligibility and pays claims.

Like all internal service funds, the Long Term Disability Fund derives its revenue from other City departments by transfer, through premium charges contained in each department's budget (G/L expense accounts 503060-Long Term Disability Civilian and/or 503061-Long Term Disability Classified). These premium charges cover the actuarially determined contributions as discussed above plus an amount for third-party administrative fees.

Business Area Budget Summary

Fund Name : Long Term Disability
Business Area : Human Resources
Fund No. /Bus. Area No. : 9001 / 8000

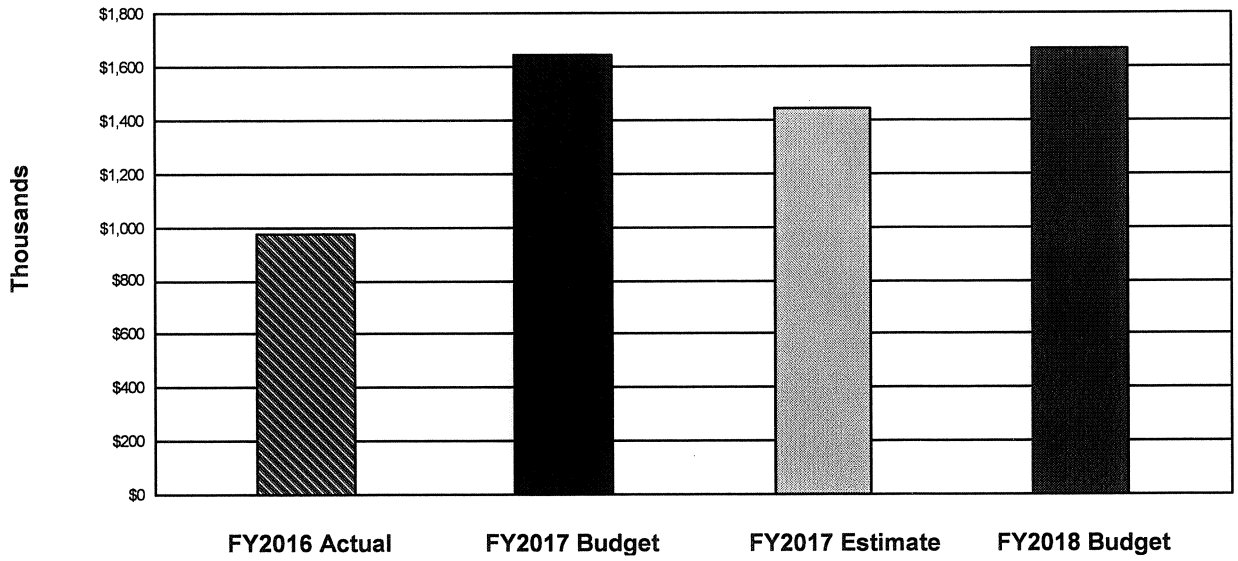
		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Other Services and Charges	974,342	1,644,919	1,444,919	**1,664,771**
	Total M & O Expenditures	974,342	1,644,919	1,444,919	**1,664,771**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	974,342	1,644,919	1,444,919	**1,664,771**
Revenues		1,383,026	1,358,355	1,358,355	**1,380,563**
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

o The FY2018 Budget continues funding on a full accrual basis supported by actuarial valuation and includes benefits for eligible employees in the LTD program.

o The FY2018 contributions from City departments are based on FY2018 contribution rate of $7.06/month per eligible employee. The FY2018 average eligible employee base is estimated at 15,310 employees.

Long Term Disability
Human Resources
Expenditure Summary



Division Summary

Fund Name : **Long Term Disability**
Business Area : **Human Resources**
Fund No. /Bus Area No. : **9001 / 8000**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Benefits Administration 800012						
Process long term disability claims for eligible employees. The claim costs are actuarially determined.	0.0	974,342	0.0	1,444,919	**0.0**	**1,664,771**
Total	**0.0**	**974,342**	**0.0**	**1,444,919**	**0.0**	**1,664,771**

Business Area Revenues Summary

Fund Name : **Long Term Disability**
Business Area : **Human Resources**
Fund No./Bus. Area No. : **9001 / 8000**

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Direct Interfund Services	1,305,721	1,284,355	1,284,355	**1,297,063**
Interest	77,305	74,000	74,000	**83,500**
Grand Total Revenues	**1,383,026**	**1,358,355**	**1,358,355**	**1,380,563**

SERVICE CHARGEBACK FUNDS

In-House Renovation ..... XII - 2

Fleet Management Fund ..... XII - 8

Property & Casualty ..... XII - 14

Workers' Compensation ..... XII - 24

Central Service Revolving ..... XII - 32

Project Cost Recovery ..... XII - 58

Fund Summary

Fund Name : In-House Renovation
Business Area : General Services
Fund No./Bus. Area No. : 1003 / 2500

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	0	0	**0**
Current Revenues	4,685,674	4,685,674	**4,817,947**
Total Available Resources	4,685,674	4,685,674	**4,817,947**
Maintenance and Operations	4,685,674	4,685,674	**4,817,947**
Total Expenditures	4,685,674	4,685,674	**4,817,947**
Planned Ending Fund Balance	0	0	**0**
Total Budget	4,685,674	4,685,674	**4,817,947**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	0	0	**0**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, FY2017 Estimate, and the FY2018 Budget for the In-House Renovation Fund. Also included are the beginning and ending fund balances, total revenues, and total expenditures.

The In-House Renovation Fund supports renovation and reconstruction of fire stations, police substations and other facilities. General Services Department's In-House Renovation Group provides labor and expertise required to address maintenance deficiencies by performing capital improvements to various City facilities and emergency repairs affecting life safety issues. Costs are billed to bond funds for those projects that result in permanent improvement to facilities.

The FY2018 Budget includes funding to renovate and/or reconstruct fire stations and office build-outs, and manage construction of various Houston Fire Department (HFD) and Houston Police Department (HPD) Capital Improvement Projects. The City facilities, including HFD buildings, are to be maintained at a quality standard that meets code and provides for operational efficiency.

Business Area Budget Summary

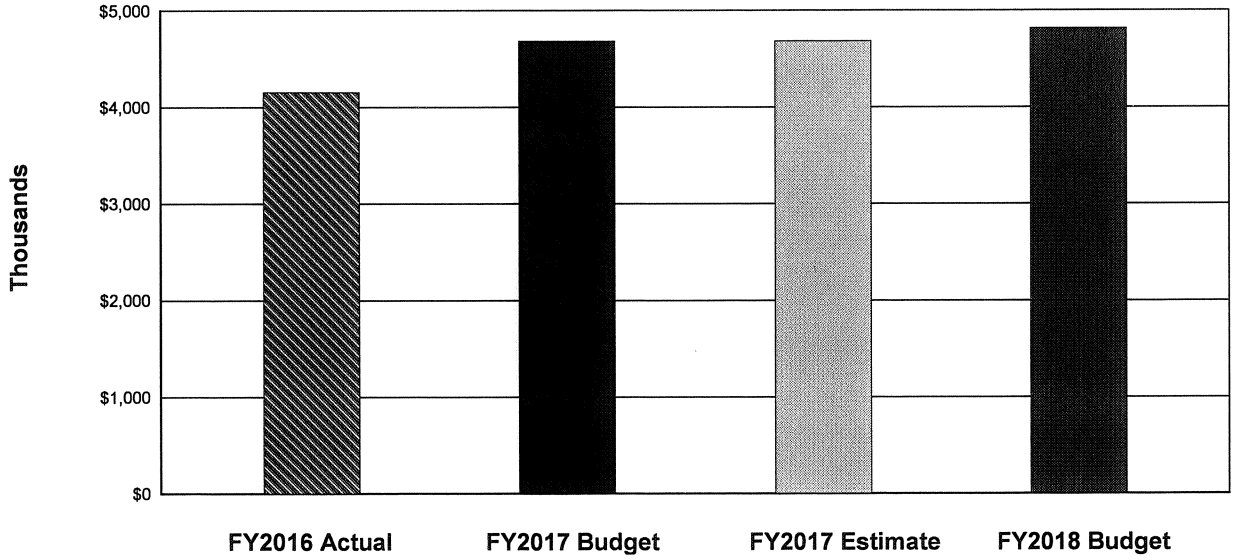
Fund Name : In-House Renovation
Business Area : General Services
Fund No. /Bus. Area No. : 1003 / 2500

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	2,201,673	2,276,850	2,276,850	**2,478,737**
	Supplies	577,440	573,233	509,947	**650,068**
	Other Services and Charges	1,369,219	1,835,591	1,898,877	**1,689,142**
	Equipment	7,421	0	0	**0**
	Total M & O Expenditures	4,155,753	4,685,674	4,685,674	**4,817,947**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	4,155,753	4,685,674	4,685,674	**4,817,947**
Revenues		4,155,753	4,685,674	4,685,674	**4,817,947**
Staffing	Full-Time Equivalents - Civilian	27.9	30.0	28.6	**29.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	27.9	30.0	28.6	**29.0**
	Full-Time Equivalents - Overtime	0.3	0.3	0.1	**0.3**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- Renovation of Fire Stations 31 and 43.
- Address priority 1 and priority 2 deficiencies identified in the Facility Condition Assessment Report for HFD and HPD.

In-House Renovation
General Services
Expenditure Summary



Business Area Performance Measures

Fund Name : **In-House Renovation**
Business Area : **General Services**
Fund No. /Bus. Area No. : **1003 / 2500**

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Build-Out Projects and Facility Improvements/Repairs	101	64	78	65
Facility Condition Assessment (FCA) Repairs	7	13	6	10
Expenditures Adopted Budget vs Actual Utilization	81%	100%	109%	100%
Revenues Adopted Budget vs Actual Utilization	81%	100%	109%	100%

Division Summary

Fund Name : **In-House Renovation**
Business Area : **General Services**
Fund No. /Bus Area No. : **1003 / 2500**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
GSD - In-House Renovation 250005						
In-house staff perform emergency capital improvements that affect life safety for various types of City facilities. These improvements include but are not limited to the renovation and reconstruction of fire stations, police facilities, other work space renovations, build-outs, upgrades, structural issues, and expansion needs requested by client departments.	27.9	4,155,753	28.6	4,685,674	**29.0**	**4,817,947**
Total	**27.9**	**4,155,753**	**28.6**	**4,685,674**	**29.0**	**4,817,947**

Business Area Revenues Summary

Fund Name : In-House Renovation
Business Area : General Services
Fund No./Bus. Area No. : 1003 / 2500

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Indirect Interfund Services	1,842,040	774,424	1,173,216	**261,853**
Miscellaneous/Other	2,313,713	3,911,250	3,512,458	**4,556,094**
Grand Total Revenues	**4,155,753**	**4,685,674**	**4,685,674**	**4,817,947**

Fund Summary

Fund Name : Fleet Management Fund
Business Area : Fleet Management Department
Fund No./Bus. Area No. : 1005 / 6700

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	0	0	**0**
Current Revenues	89,177,277	82,368,020	**83,963,921**
Total Available Resources	89,177,277	82,368,020	**83,963,921**
Maintenance and Operations	89,177,277	82,368,020	**83,963,921**
Total Expenditures	89,177,277	82,368,020	**83,963,921**
Planned Ending Fund Balance	0	0	**0**
Total Budget	89,177,277	82,368,020	**83,963,921**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	0	0	**0**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, FY2017 Estimate and the FY2018 Budget for the Fleet Management Fund. Also included are the beginning and ending fund balances, total revenues, and total expenditures.

The Fleet Management Department (FMD) provides repair, maintenance, and administrative support to all city departments' rolling stock equipment. In conjunction with these functions, it also manages and operates the city owned fuel sites. Commencing with its formation in 2011, the FMD has gradually consolidated the various independently controlled maintenance and repair locations into the one umbrella operation concluding with the addition of the Public Works maintenance operation in January, 2014.

Business Area Budget Summary

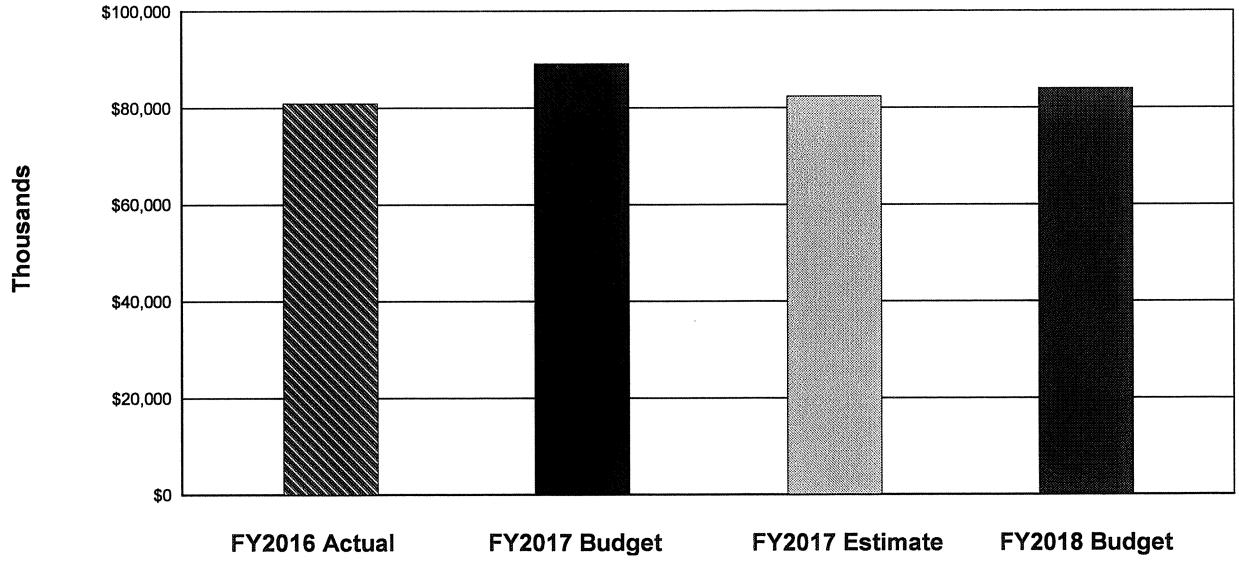
Fund Name : Fleet Management Fund
Business Area : Fleet Management Department
Fund No. /Bus. Area No. : 1005 / 6700

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	27,924,194	30,474,401	29,801,121	**31,107,409**
	Supplies	40,502,709	48,116,372	41,980,395	**41,960,123**
	Other Services and Charges	12,495,941	10,540,822	10,540,822	**10,886,389**
	Equipment	33,695	45,682	45,682	**10,000**
	Non-Capital Equipment	(820)	0	0	**0**
	Total M & O Expenditures	80,955,719	89,177,277	82,368,020	**83,963,921**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	80,955,719	89,177,277	82,368,020	**83,963,921**
Revenues		80,955,719	89,177,277	82,368,020	**83,963,921**
Staffing	Full-Time Equivalents - Civilian	348.8	387.2	380.8	**387.2**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	348.8	387.2	380.8	**387.2**
	Full-Time Equivalents - Overtime	22.4	18.9	18.9	**26.7**

Significant Budget Changes and Highlights

- o The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- o The FY2018 Budget provides continued Fleet Management support to departments citywide.
- o The FY2018 Budget includes funding for the insourcing of parts management.

Fleet Management Fund
Fleet Management Department
Expenditure Summary



Business Area Performance Measures

Fund Name : Fleet Management Fund
Business Area : Fleet Management Department
Fund No. /Bus. Area No. : 1005 / 6700

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Annual Fuel Consumption (gallons in thousands)	10,376	10,414	10,312	10,370
Average Age of Fleet	8.6	7.0	8.6	7.0
Average Repair Cost per Vehicle	$339	$411	$376	$411
Fleet Share Vehicle Utilization	59%	60%	55%	60%
Maintain Critical Operational Readiness	94%	90%	95%	90%
On-road Preventative Maintenance within 90 Days	84%	90%	98%	90%
Vehicles in the City's Fleet	11,695	11,900	12,002	11,900
Expenditures Adopted Budget vs Actual Utilization	82%	100%	92%	100%
Revenues Adopted Budget vs Actual Utilization	82%	100%	92%	100%

Division Summary

Fund Name : Fleet Management Fund
Business Area : Fleet Management Department
Fund No. /Bus Area No. : 1005 / 6700

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
FMD - Director's Office 670001						
Provides overall leadership and management of the department. Instrumental in the overall success of the department by providing guidance on administrative, financial, and operational issues including the long-term vision for the City's overall fleet. Provides department communication to the Mayor's office, Council Members, City Departments, and the public.	6.2	6,040,050	7.5	3,906,768	**6.0**	**4,104,319**
FMD - Fleet Operations 670002						
The Fleet Operations Division is responsible for management and leadership of mechanics, shop managers, and other field personnel. The Fleet Maintenance Division works with customer departments to meet vehicle and equipment readiness requirements and perform maintenance/repairs of vehicles and equipment used by City of Houston departments.	3.6	26,494,279	2.0	6,333,827	**2.0**	**6,238,514**
FMD - Fuel Management 670003						
The Fuel Division is responsible for acquisition of unleaded, diesel, and jet fuel for citywide use. Manages deliveries of fuel to city sites and conducts daily fuel site inspections to meet local, state, and federal reporting requirements. Repairs, monitors, and maintains fuel sites. Oversees the City of Houston's fuel card program.	9.8	19,578,944	10.0	21,231,180	**10.0**	**23,352,826**
FMD - Asset Management 670004						
The Asset Management Division is responsible for licensing, titling, and inspecting all city vehicles upon receipt. Manages fixed assets for the department including shop equipment, computers, and furniture. Maintains fixed asset management for all city vehicles and end of life disposal of vehicle assets.	7.0	723,497	6.7	584,649	**6.0**	**643,531**
FMD - Parts 670005						
The Parts Division is responsible for oversight, management, distribution, and auditing of the parts supply. Manages outside vendor repairs and payment. Sets up vendor contracts and audits vendor contract compliance.	9.7	2,160,889	47.0	24,261,678	**48.1**	**22,290,635**
FMD - Fleet Share 670006						
The FleetShare Division is responsible for management and oversight of the City's online, shared motor-pool for all City Departments throughout the City. This includes analyzing vehicle utilization, managing vehicle maintenance and cleaning, parking, training, onboarding new users, and customer service.	0.0	0	0.0	0	**4.0**	**704,599**

Division Summary

Fund Name : Fleet Management Fund
Business Area : Fleet Management Department
Fund No. /Bus Area No. : 1005 / 6700

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
FMD - HPD Maintenance 670021						
The Houston Police Department (HPD) Maintenance Division is responsible for maintenance and vehicle repair for HPD vehicles. Provides equipment readiness requirements and daily visibility of HPD Fleet readiness.	57.2	4,613,027	59.0	4,545,526	**59.0**	**4,834,204**
FMD - SWD Maintenance 670022						
The Solid Waste Maintenance Division is responsible for maintenance and vehicle repair for Solid Waste vehicles. Provides equipment readiness requirements for Solid Waste and daily visibility of Solid Waste Fleet readiness.	75.4	6,042,446	76.4	6,381,431	**76.8**	**6,154,214**
FMD - PRD/Body Maintenance 670023						
The Parks & Recreation Department (PRD) Body Shop and the Houston Airport System (HAS) Maintenance Division are responsible for maintenance and vehicle repair for PRD and HAS vehicles. Provides equipment readiness requirements and daily visibility of Fleet readiness. The body shops provide paint and body work repair for all City of Houston departments.	55.2	4,595,297	61.1	5,135,605	**61.3**	**5,208,580**
FMD - HFD Maintenance 670024						
The Houston Fire Department (HFD) Maintenance Division is responsible for maintenance and vehicle repair for HFD vehicles. Provides equipment readiness requirements for HFD and daily visibility of HFD Fleet readiness.	43.1	3,824,279	41.4	3,582,900	**42.0**	**3,741,579**
FMD - PWE Fleet 670025						
The Public Works and Engineering Division (PWE) is responsible for maintenance and vehicle repair for PWE vehicles. Provides equipment readiness requirements for PWE and daily visibility of PWE Fleet readiness.	81.6	6,883,011	69.7	6,404,456	**72.0**	**6,690,920**
Total	**348.8**	**80,955,719**	**380.8**	**82,368,020**	**387.2**	**83,963,921**

Business Area Revenues Summary

Fund Name : Fleet Management Fund
Business Area : Fleet Management Department
Fund No./Bus. Area No. : 1005 / 6700

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Intergovernmental	0	50,000	50,000	**50,000**
Direct Interfund Services	80,945,414	89,127,277	82,318,020	**83,913,921**
Miscellaneous/Other	10,305	0	0	**0**
Grand Total Revenues	**80,955,719**	**89,177,277**	**82,368,020**	**83,963,921**

Fund Summary

Fund Name : Property & Casualty Fund
Fund No./Bus. Area No. : 1004 / 6500 / 9000

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	74,570	74,570	**74,570**
Current Revenues	35,396,345	33,746,957	**35,486,252**
Total Available Resources	35,470,915	33,821,527	**35,560,822**
Maintenance and Operations	35,396,345	33,746,957	**35,486,252**
Total Expenditures	35,396,345	33,746,957	**35,486,252**
Planned Ending Fund Balance	74,570	74,570	**74,570**
Total Budget	35,470,915	33,821,527	**35,560,822**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	74,570	74,570	**74,570**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, FY2017 Estimate and FY2018 Budget of the Property and Casualty Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The Property and Casualty Fund was established to monitor the financial requirements of the Property and Risk Management Programs. Revenue in this fund is generated from assessed premiums to the other funds. These premiums are based upon projected expenditures. It has two distinct parts: one managed by the Legal Department to account for claims against the City, and one managed by Administration and Regulatory Affairs to account for property insurance costs.

The mission of the Legal Department's portion of the Property and Casualty Fund (Claims and Subrogation, General Litigation, and Labor, Employment and Civil Rights Sections) is to defend against claims and tort lawsuits filed against the City, minimize the City's financial exposure, and file affirmative claims on behalf of the City for property damage and subrogation. The Claims and Subrogation, General Litigation, and Labor, Employment and Civil Rights Sections of the Legal Department are responsible for the investigation and defense of claims against the City, case settlement, and payment of claims and judgments.

The Risk Management Division of the Administration and Regulatory Affairs Department is responsible for administering all citywide non-health related insurance services including, but not limited to: property, terrorism, boiler and machinery, crime, fine arts, electronic equipment protection, notary, fidelity and surety bond insurance. All risks to the City's assets (except Workers' Compensation, Life, and Long-Term Disability) fall within the scope of this fund.

Goals for the divisions where the activity is accounted for in the Property and Casualty Fund are to:

- Manage risk through identification and analysis of exposure to determine level of risk assumption or transfer of risk through commercial insurance for City departments and related agencies;
- Reduce the average amount paid per liability claim and civil rights lawsuits filed against the City;
- Advise City departments on risk management issues to reduce or eliminate tort claim exposure;
- Aggressively defend the City in all matters filed against it to deter meritless lawsuits with exaggerated claims;
- Reduce tort claims exposure by working with the Human Resources Department to identify safety problems and educate employees on how to perform their jobs safely to avoid incidents that damage City property, injured employees and third parties; and
- Identify delinquent accounts owed to the City and increase recoveries on affirmative claims.

Business Area Budget Summary

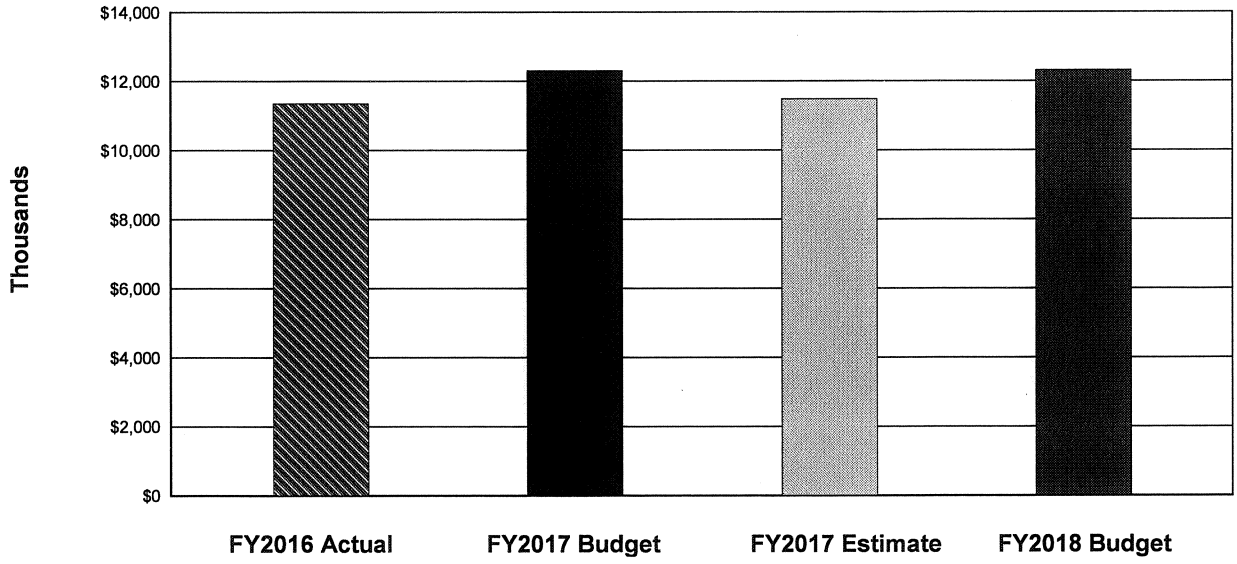
Fund Name : Property & Casualty Fund
Business Area : Administration and Regulatory Affairs
Fund No. /Bus. Area No. : 1004 / 6500

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	628,676	691,675	683,804	**692,405**
	Supplies	1,048	2,862	2,862	**2,775**
	Other Services and Charges	10,730,950	11,614,654	10,798,458	**11,622,180**
	Total M & O Expenditures	11,360,674	12,309,191	11,485,124	**12,317,360**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	11,360,674	12,309,191	11,485,124	**12,317,360**
Revenues		11,360,674	12,309,191	11,485,124	**12,317,360**
Staffing	Full-Time Equivalents - Civilian	5.0	5.0	5.0	**5.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	5.0	5.0	5.0	**5.0**
	Full-Time Equivalents - Overtime	0.0	5.0	5.0	**0.0**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.

Property & Casualty Fund
Administration and Regulatory Affairs
Expenditure Summary



Division Summary

Fund Name : **Property & Casualty Fund**
Business Area : **Administration and Regulatory Affairs**
Fund No. /Bus Area No. : **1004 / 6500**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Accounting Services Group 650005						
Administers all non-health related insurance to the City and associated groups including, but not limited to: property, terrorism, boiler and machinery, crime, fine arts, electronic equipment protection, fidelity, surety, inland marine, and Notary Public program.	5.0	11,360,674	5.0	11,485,124	**5.0**	**12,317,360**
Total	**5.0**	**11,360,674**	**5.0**	**11,485,124**	**5.0**	**12,317,360**

Business Area Revenues Summary

Fund Name : Property & Casualty Fund
Business Area : Administration and Regulatory Affairs
Fund No./Bus. Area No. : 1004 / 6500

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Direct Interfund Services	11,360,557	12,309,191	11,485,124	**12,317,360**
Miscellaneous/Other	117	0	0	**0**
Grand Total Revenues	**11,360,674**	**12,309,191**	**11,485,124**	**12,317,360**

Business Area Budget Summary

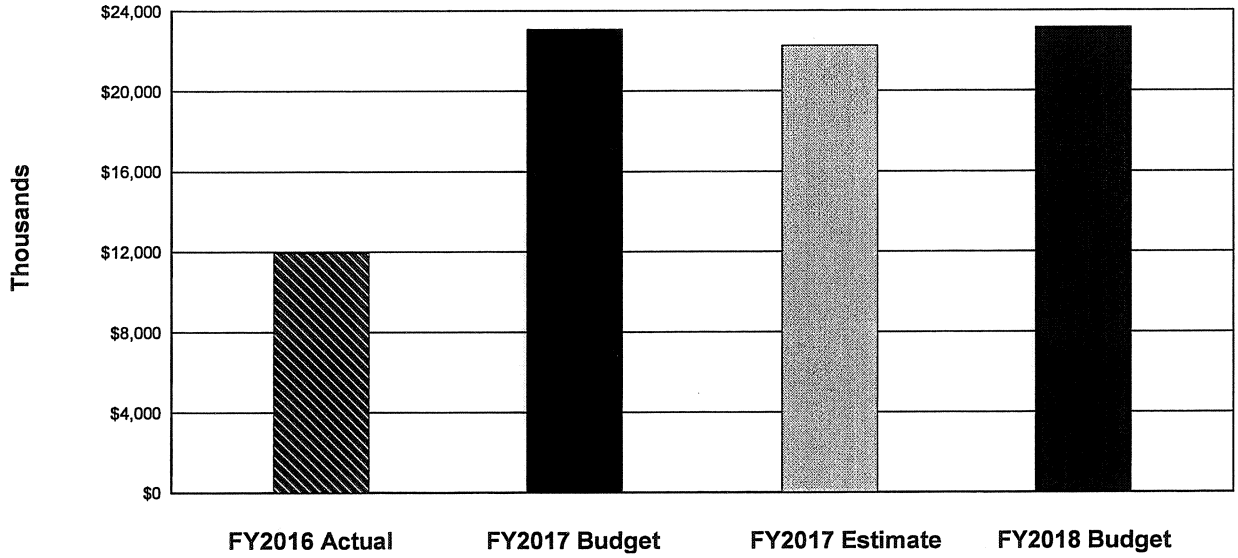
Fund Name : Property & Casualty Fund
Business Area : Legal
Fund No. /Bus. Area No. : 1004 / 9000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	7,192,617	7,689,551	7,657,808	**7,873,698**
	Supplies	128,018	174,845	160,466	**177,500**
	Other Services and Charges	4,607,750	15,222,758	14,443,559	**15,117,694**
	Total M & O Expenditures	11,928,385	23,087,154	22,261,833	**23,168,892**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	11,928,385	23,087,154	22,261,833	**23,168,892**
Revenues		11,928,537	23,087,154	22,261,833	**23,168,892**
Staffing	Full-Time Equivalents - Civilian	51.5	54.0	51.5	**54.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	51.5	54.0	51.5	**54.0**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- The budget for claims, settlements and judgments is approximately $11.8 million which represents 51% of the total budget.
- The budget provides for a continuation of expert witness and legal services expenditures relating to the department's agressive pursuit of potentially significant damages in several lawsuits in which the City is the plaintiff.

Property & Casualty Fund
Legal
Expenditure Summary



Business Area Performance Measures

Fund Name : Property & Casualty Fund
Business Area : Legal
Fund No. /Bus. Area No. : 1004 / 9000

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
EEOC and TX Workforce Commission Matters Handled	297	350	362	350
Liability Claims Closed without Payment	956	900	896	900
Liability Claims Processed	1120	1,100	1,200	1,100
Expenditures Adopted Budget vs Actual Utilization	51%	100%	96%	100%
Revenues Adopted Budget vs Actual Utilization	51%	100%	96%	100%

Division Summary

Fund Name : **Property & Casualty Fund**
Business Area : **Legal**
Fund No. /Bus Area No. : **1004 / 9000**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
LGL - Staff Administration Section 900001						
Captures personnel costs associated with broad oversight of all the litigation sections and activities related to those sections as well as special projects as they relate to risk management.	3.0	339,187	2.0	288,556	**2.0**	**292,259**
LGL - General Litigation Section 900002						
Responsible for litigation related to animal law, annexation, bankruptcy, building and standards commission appeals, code enforcement, collections, constitutional challenges to ordinances, contract disputes, election contests, environmental, Federal False Claims Act, forcible entry and detainer, intergovernmental disputes, inverse condemnation, probate, Private Real Property Preservation Act, and more.	23.9	3,528,578	23.7	3,754,931	**25.0**	**3,914,251**
LGL - Labor, Emply. & Civil Rights Section 900005						
Responsible for representing the City on all labor, employment and civil rights lawsuits.	15.5	2,265,312	16.8	2,480,396	**18.0**	**2,560,730**
LGL - Claims & Subrogation Section 900010						
Responsible for liability tort claims, subrogation matters and general affirmative claim matters at the claim stage.	9.1	1,087,755	9.0	1,173,627	**9.0**	**1,148,058**
LGL - Litigation Costs Section 900012						
Captures costs directly related to the payment of claims and judgments including legal services and other services.	0.0	4,707,553	0.0	14,564,323	**0.0**	**15,253,594**
Total	**51.5**	**11,928,385**	**51.5**	**22,261,833**	**54.0**	**23,168,892**

Business Area Revenues Summary

Fund Name : Property & Casualty Fund
Business Area : Legal
Fund No./Bus. Area No. : 1004 / 9000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Direct Interfund Services	11,836,183	23,087,154	22,261,833	**23,168,892**
Interest	152	0	0	**0**
Miscellaneous/Other	92,202	0	0	**0**
Grand Total Revenues	**11,928,537**	**23,087,154**	**22,261,833**	**23,168,892**

Fund Summary

Fund Name : Workers' Compensation
Fund No./Bus. Area No. : 1011 / 8000 / 9000

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	0	0	**0**
Current Revenues	22,103,014	22,103,014	**22,706,799**
Total Available Resources	22,103,014	22,103,014	**22,706,799**
Maintenance and Operations	22,103,014	22,103,014	**22,706,799**
Total Expenditures	22,103,014	22,103,014	**22,706,799**
Planned Ending Fund Balance	0	0	**0**
Total Budget	22,103,014	22,103,014	**22,706,799**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	0	0	**0**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The Workers' Compensation Fund is a service chargeback fund administered by the Human Resources Department. The Fund was established to centralize the financial transactions in the areas of workers' compensation, accident prevention, and loss control.

The City's Workers' Compensation Program is self-insured and has a contract with a third party administrator to manage claims activity. All financial liability for indemnity payments, medical costs, and other claims related payments are processed directly to the departments. Department premium rates are based on projected external Third Party Administrator (TPA) fees and internal administrative costs allocated on staffing levels.

The administrative portion of the budget includes staff for an accident prevention unit in the Human Resources Department and a litigation unit in the Legal Department. A prime objective is the elimination/reduction of accidents via the implementation, monitoring, and assessment of departments' Accident Prevention Plans. These cooperative efforts have reduced accidents and returned years of productivity and saved millions in workers' compensation payments. Emphasis on the "return to work" program was accomplished by the adoption of the Work Ability Guidelines, effective April 1, 1995, with a comprehensive revision effective December 16, 2006. These guidelines institute a transitional duty program, which focuses on returning injured employees to work as soon as medically possible, while complying with all federal, state, and local laws.

Business Area Budget Summary

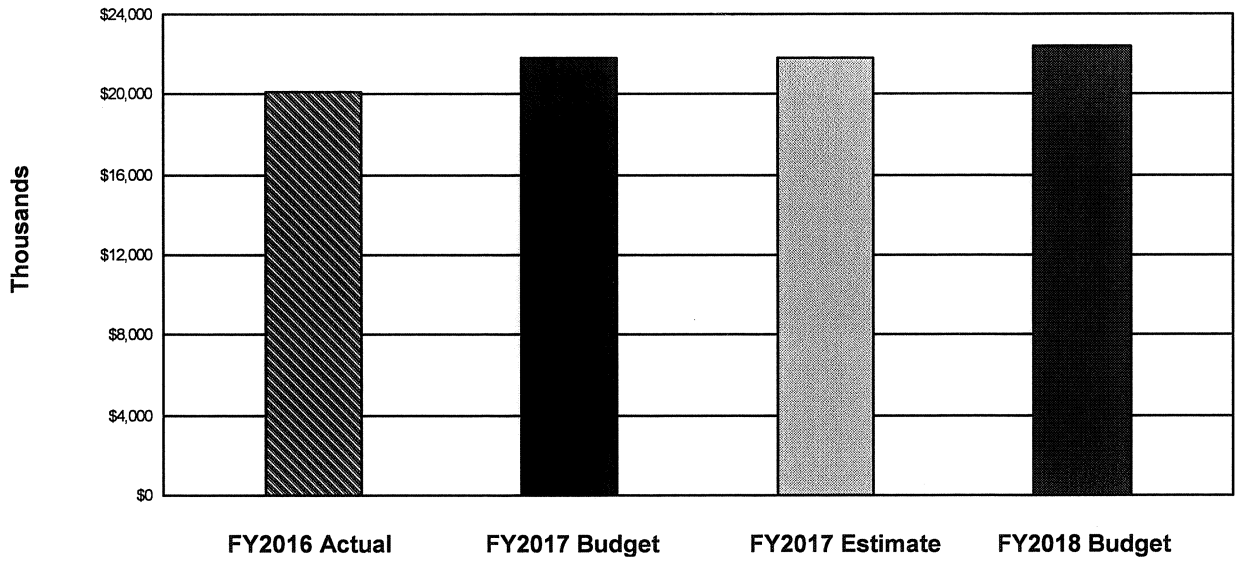
Fund Name : Workers' Compensation
Business Area : Human Resources
Fund No. /Bus. Area No. : 1011 / 8000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	2,921,862	3,144,892	3,144,892	**3,354,861**
	Supplies	31,637	54,130	54,130	**51,530**
	Other Services and Charges	17,067,675	18,641,863	18,641,863	**19,051,432**
	Equipment	71,838	0	0	**0**
	Non-Capital Equipment	9,384	28,343	28,343	**3,653**
	Total M & O Expenditures	20,102,396	21,869,228	21,869,228	**22,461,476**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	20,102,396	21,869,228	21,869,228	**22,461,476**
Revenues		20,102,396	22,103,014	22,103,014	**22,706,799**
Staffing	Full-Time Equivalents - Civilian	31.5	31.5	31.5	**33.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	31.5	31.5	31.5	**33.0**
	Full-Time Equivalents - Overtime	0.0	1.0	1.0	**0.0**

Significant Budget Changes and Highlights

- o The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- o The FY2018 claims projection anticipates the continuous development and maturation of historical and recent catastrophic claims and increases in medical costs.
- o The budget provides funding for the administrative costs of the program, including an increase in the Third Party Administrator's fees.
- o The budget includes funding for safety assessments for departments via specific programs, technology, and external resources.

Workers' Compensation
Human Resources
Expenditure Summary



Business Area Performance Measures

Fund Name : Workers' Compensation
Business Area : Human Resources
Fund No. /Bus. Area No. : 1011 / 8000

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Return to Work within 7 Days of Injury	N/A	34%	34%	34%
Return to Work within Maximum Disability Guideline	N/A	80%	80%	70%
Expenditures Adopted Budget vs Actual Utilization	85%	100%	103%	100%
Revenues Adopted Budget vs Actual Utilization	84%	100%	103%	100%

Division Summary

Fund Name : Workers' Compensation
Business Area : Human Resources
Fund No. /Bus Area No. : 1011 / 8000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Employee Clinic 800009						
The Physical Exam and Drug Testing section provides citywide drug testing for all applicants and employees. Additional services include medical screenings for individuals who require adequate vision and hearing to execute job functions. All drug testing is confidential.	3.5	294,463	3.5	256,696	**2.0**	**605,689**
HR - Workers' Compensation Group 800010						
Workers' Compensation (WC) Administration provides oversight and direction to all WC programs via ongoing assessment and analysis including coordination of various accident prevention activities. The safety group also investigates accidents, safety issues, conducts safety education courses, safety audits, inspections, and surveys.	21.9	19,140,573	20.9	20,883,343	**23.0**	**21,072,500**
WC Finance 810007						
Provides statistical data in areas of accident prevention, workers' compensation claims losses, and unemployment compensation. Provides financial reporting and budget management for Human Resources department.	6.1	667,360	7.1	729,189	**8.0**	**783,287**
Total	**31.5**	**20,102,396**	**31.5**	**21,869,228**	**33.0**	**22,461,476**

Business Area Revenues Summary

Fund Name : Workers' Compensation
Business Area : Human Resources
Fund No./Bus. Area No. : 1011 / 8000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Direct Interfund Services	20,084,345	22,084,408	22,084,408	**22,689,993**
Interest	17,328	18,606	18,606	**16,806**
Miscellaneous/Other	723	0	0	**0**
Grand Total Revenues	**20,102,396**	**22,103,014**	**22,103,014**	**22,706,799**

Business Area Budget Summary

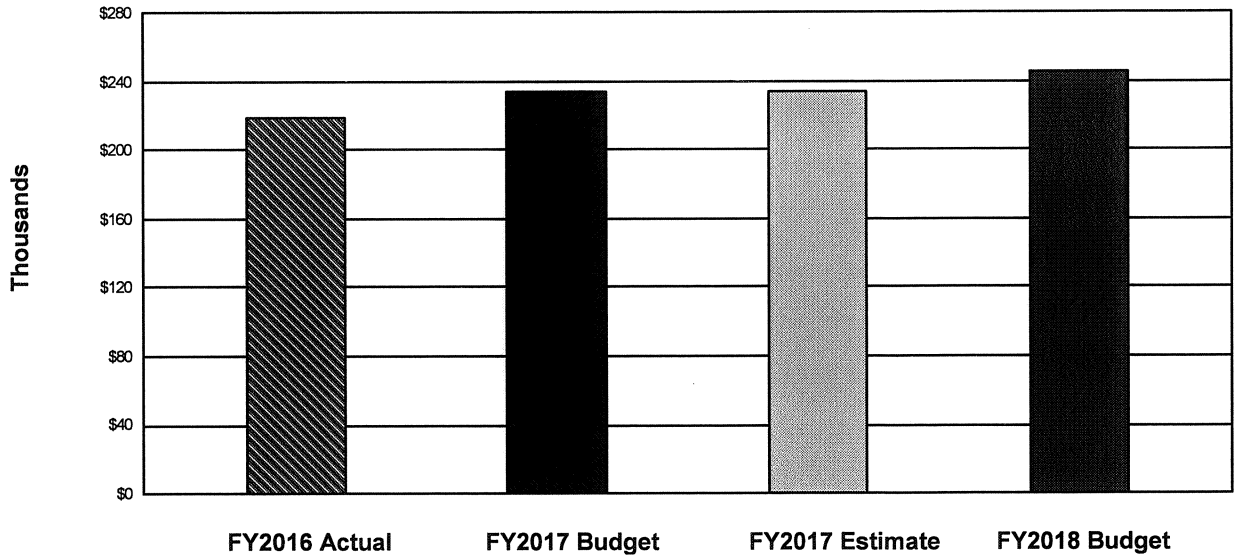
Fund Name : Workers' Compensation
Business Area : Legal
Fund No. /Bus. Area No. : 1011 / 9000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	199,847	212,469	212,469	**222,735**
	Supplies	13,400	13,400	13,400	**13,400**
	Other Services and Charges	5,737	7,917	7,917	**9,188**
	Total M & O Expenditures	218,984	233,786	233,786	**245,323**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	218,984	233,786	233,786	**245,323**
Revenues		218,984	0	0	**0**
Staffing	Full-Time Equivalents - Civilian	2.0	2.0	2.0	**2.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	2.0	2.0	2.0	**2.0**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- Continue providing the highest level services to the Workers' Compensation Benefits Program.

Workers' Compensation
Legal
Expenditure Summary



Division Summary

Fund Name : **Workers' Compensation**
Business Area : **Legal**
Fund No. /Bus Area No. : **1011 / 9000**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
LGL - Workers' Compensation Litigation 900013						
This section is responsible for providing comprehensive legal services for the City's Workers' Compensation Benefits Program including defending contested claims, pursuing subrogation matters, and providing general counsel relating to the program.	2.0	218,984	2.0	233,786	**2.0**	**245,323**
Total	**2.0**	**218,984**	**2.0**	**233,786**	**2.0**	**245,323**

Business Area Revenues Summary

Fund Name : **Workers' Compensation**
Business Area : **Legal**
Fund No./Bus. Area No. : **1011 / 9000**

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Direct Interfund Services	218,984	0	0	0
Grand Total Revenues	**218,984**	**0**	**0**	**0**

Fund Summary

Fund Name : Central Service Revolving Fund

Fund No./Bus. Area No. : 1002 / 2500 / 6400 / 6500 / 6800 / 7000 / 8000

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	0	0	**0**
Current Revenues	198,085,857	189,185,473	**206,830,554**
Total Available Resources	198,085,857	189,185,473	**206,830,554**
Maintenance and Operations	197,432,121	188,531,737	**206,830,554**
Operating Transfers	653,736	653,736	**0**
Total Expenditures	198,085,857	189,185,473	**206,830,554**
Planned Ending Fund Balance	0	0	**0**
Total Budget	198,085,857	189,185,473	**206,830,554**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	0	0	**0**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Central Service Revolving Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The Central Service Revolving Fund provides budgetary accounts for a centralized service function that provides for the purchase of goods and/or services for citywide operating departments. This method allows for the purchase of large quantities of goods and services for a large number of departments in a planned and well-managed manner. In addition, it provides for the efficient and effective audit of billings for such purchases.

Appropriations for these accounts are made from the respective operating departmental budgets as a part of the general appropriations ordinance. Sufficient appropriations are authorized from each department to allow for minimal encumbrance balances in each supply and service account in the Central Service Revolving Fund. After the delivery of goods and services, the actual cost is billed to the operating departments. At the end of each fiscal year, the fund is treated as a sub-fund of the General Fund and is not shown as a separate entity in the Comprehensive Annual Financial Report.

The Finance Department is responsible for administering the electricity and natural gas accounts for the City. They are also responsible for overseeing procurement contracts, forecasting, providing price certainty, and financial reporting. The role of Energy Management is the responsibility of the General Services Department. The Administration and Regulatory Affairs Department manages the reprographics and office services accounts. The communications and data services fees and citywide copier services are administered by the Houston Information Technology Services Department. The Planning and Development Department provides a centralized service for geographic information system purchases. The Human Resources Department administers the accounts for Contingent Workforce Services (formerly known as Temporary Personnel Services), Human Resources Client Relations Division, and Learning and Development Center. The revenue and expenditure summaries include: General Services, Administration and Regulatory Affairs, Houston Information Technology Services, Planning and Development, Human Resources and Finance.

Business Area Budget Summary

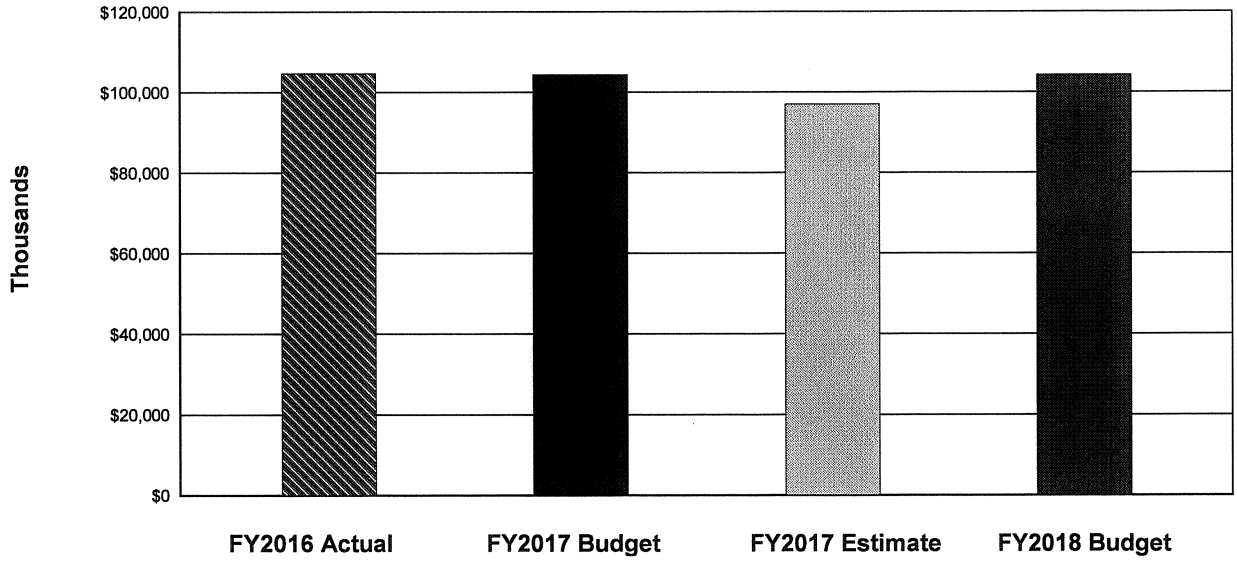
Fund Name : Central Service Revolving Fund
Business Area : General Services
Fund No. /Bus. Area No. : 1002 / 2500

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	25,532	116,149	116,148	**120,117**
	Other Services and Charges	104,605,585	104,195,703	96,870,407	**104,125,979**
	Total M & O Expenditures	104,631,117	104,311,852	96,986,555	**104,246,096**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	104,631,117	104,311,852	96,986,555	**104,246,096**
Revenues		104,631,117	104,311,852	96,986,555	**104,246,096**
Staffing	Full-Time Equivalents - Civilian	0.5	1.0	1.0	**1.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	0.5	1.0	1.0	**1.0**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for the health benefits, pension contribution and municipal employees contractual pay increases.
- The Environmental Protection Agency (EPA) has listed Houston on its top 10 list of Green Power Partners in the United States for using the most renewable electricity. According to the EPA's Green Power Partnership, the City of Houston ranks 1st in the nation among government municipalities for green power. In addition, the City of Houston ranks 4th in the nation among the 1,200 EPA green partners.
- The City of Houston has been honored for using 438,000 megawatt hours (MWh) of Texas Wind green energy.
- The City of Houston has made a commitment to increase its renewable energy portfolio by purchasing 50 MWh of solar power.

Central Service Revolving Fund
General Services
Expenditure Summary



Division Summary

Fund Name : **Central Service Revolving Fund**
Business Area : **General Services**
Fund No. /Bus Area No. : **1002 / 2500**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
GSD - Energy Management 250004						
Provides support for citywide electricity and natural gas activities.	0.5	104,631,117	1.0	96,986,555	**1.0**	**104,246,096**
Total	**0.5**	**104,631,117**	**1.0**	**96,986,555**	**1.0**	**104,246,096**

Business Area Revenues Summary

Fund Name : **Central Service Revolving Fund**
Business Area : **General Services**
Fund No./Bus. Area No. : **1002 / 2500**

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Direct Interfund Services	104,631,117	104,311,852	96,986,555	**104,246,096**
Grand Total Revenues	**104,631,117**	**104,311,852**	**96,986,555**	**104,246,096**

Business Area Budget Summary

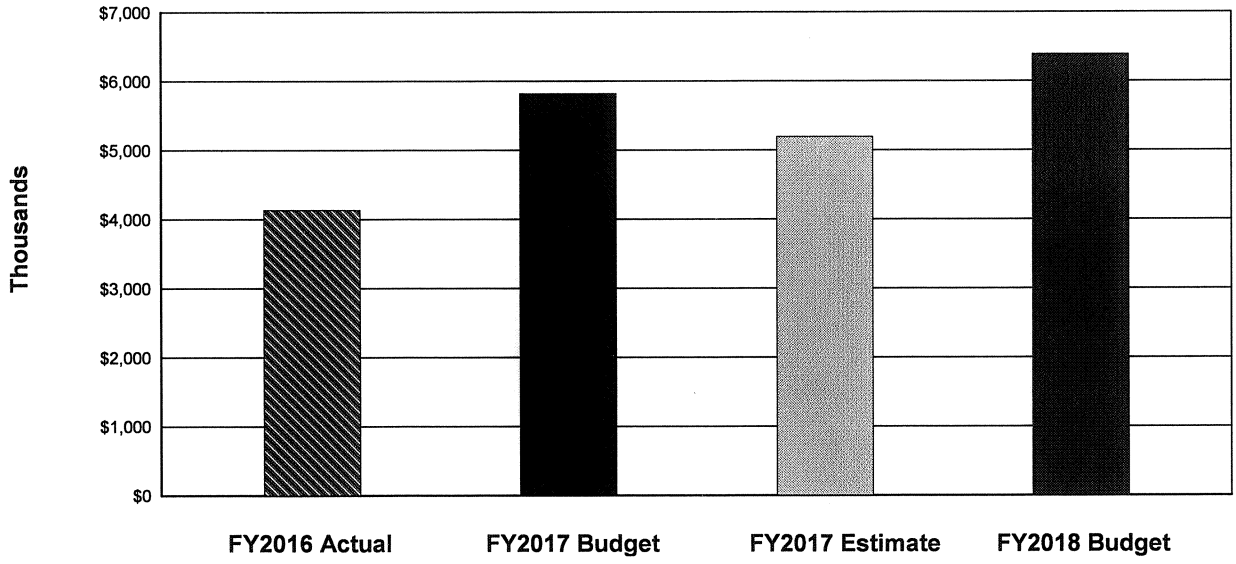
Fund Name : Central Service Revolving Fund
Business Area : Finance Department
Fund No. /Bus. Area No. : 1002 / 6400

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	3,952,910	5,304,186	4,567,671	**6,068,788**
	Supplies	7,187	69,012	68,708	**53,274**
	Other Services and Charges	174,280	444,786	555,294	**269,314**
	Total M & O Expenditures	4,134,377	5,817,984	5,191,673	**6,391,376**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	4,134,377	5,817,984	5,191,673	**6,391,376**
Revenues		4,134,377	5,817,984	5,191,673	**6,391,376**
Staffing	Full-Time Equivalents - Civilian	39.2	54.2	47.2	**62.5**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	39.2	54.2	47.2	**62.5**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- o The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- o The FY2018 Budget includes a reduction of $91,755 for department savings initiatives.
- o Funding for seven additional positions included in FY2018 for the Public Works and Engineering accounts payable consolidation.

Central Service Revolving Fund
Finance Department
Expenditure Summary



Business Area Performance Measures

Fund Name : Central Service Revolving Fund
Business Area : Finance Department
Fund No. /Bus. Area No. : 1002 / 6400

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Chargebacks Processed for Departments in 45 Days	100%	100%	100%	100%
Client Department Expenditures Adopted Budget vs Actual Utilization	95%	98%	99%	98%
Collection Rate for EMS	43%	42%	42%	42%
Collection Rate of Vendor Managed Revenues	47%	45%	45%	45%
Cost per Invoice Processed	$39	$41	$39	$41
Invoice Payments Processed within Payment Terms	96%	95%	95%	95%
Expenditures Adopted Budget vs Actual Utilization	74%	100%	89%	100%
Revenues Adopted Budget vs Actual Utilization	74%	100%	89%	100%

Division Summary

Fund Name : Central Service Revolving Fund
Business Area : Finance Department
Fund No. /Bus Area No. : 1002 / 6400

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Treasury and Capital Management 640003						
The division coordinates and oversees the City's Capital Improvement Plan. There are dedicated specialists that provide customer service, capital planning and appropriation needs for Houston Information Technology Services and Fleet Management Department.	1.6	161,509	1.8	176,824	**2.0**	**241,321**
Financial Planning & Analysis 640004						
The division is responsible for budget development and monitoring financial activities, revenue and expense analysis, as well as day-to-day departmental support of routine transactions for Houston Information Technology Services, Houston Fire Department, General Services Department - Energy Management and Fleet Management.	11.3	1,517,590	11.9	1,717,265	**15.9**	**2,010,835**
Financial Reporting & Operations 640005						
The division provides centralized support in accounts payable, managment and process review, analysis, and reporting services for Finance, Houston Information Technology, Houston Fire, General Services Department - Energy, Fleet Managment and Public Works and Engineering Departments. Provides centralized support in accounts receivable and collections functions for EMS activity in support of the Houston Fire Department.	17.9	1,625,729	25.2	2,463,051	**34.7**	**3,097,021**
Strategic Procurement 640007						
The division is responsible for all citywide IT related purchases via DIR or competitive/informal bid for Houston Information Technology Services, Fleet Managment Department and the Houston Fire Department.	8.4	829,549	8.3	834,533	**9.9**	**1,042,199**
Total	**39.2**	**4,134,377**	**47.2**	**5,191,673**	**62.5**	**6,391,376**

Business Area Revenues Summary

Fund Name : Central Service Revolving Fund
Business Area : Finance Department
Fund No./Bus. Area No. : 1002 / 6400

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Direct Interfund Services	4,134,377	5,817,984	5,191,673	**6,391,376**
Grand Total Revenues	**4,134,377**	**5,817,984**	**5,191,673**	**6,391,376**

Business Area Budget Summary

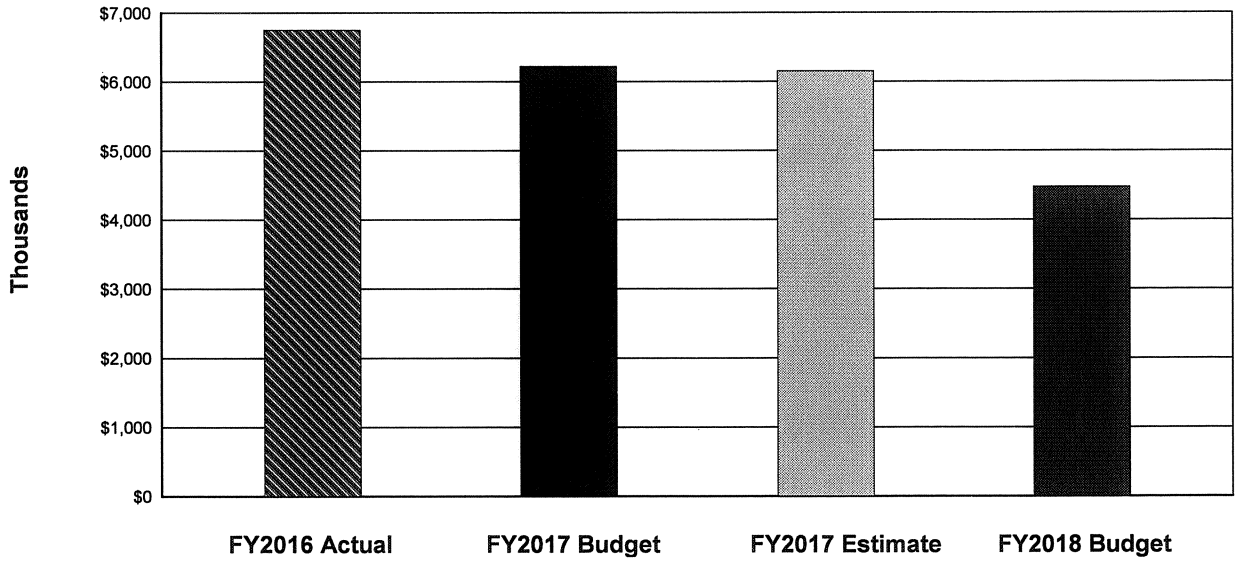
Fund Name : Central Service Revolving Fund
Business Area : Administration and Regulatory Affairs
Fund No. /Bus. Area No. : 1002 / 6500

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Supplies	360,074	375,600	375,600	**395,600**
	Other Services and Charges	6,388,641	5,843,154	5,775,314	**4,084,258**
	Total M & O Expenditures	6,748,715	6,218,754	6,150,914	**4,479,858**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	6,748,715	6,218,754	6,150,914	**4,479,858**
Revenues		6,748,715	6,218,754	6,150,914	**4,479,858**
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- In FY2018, the citywide copier contract will be managed by Houston Information Technology Services Department.

Central Service Revolving Fund
Administration and Regulatory Affairs
Expenditure Summary



Division Summary

Fund Name : Central Service Revolving Fund
Business Area : Administration and Regulatory Affairs
Fund No. /Bus Area No. : 1002 / 6500

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Central Services 650005						
Provides a centralized service function for postage for citywide operating departments. Administers service contracts and processes related service billings. The citywide copier contract will be managed by Houston Information Technology Services Department in FY2018.	0.0	2,934,710	0.0	2,120,000	**0.0**	**380,000**
Print Shop 650006						
Provides cost effective high volume copying services through interlocal agreement with Houston Independent School District. Provides printing services to various departments including: design, artwork, layout, offset printing/copying and a variety of finishing services.	0.0	1,108,309	0.0	1,239,981	**0.0**	**1,239,972**
ARA - Payroll Services 650007						
Manages the printing and distribution services of W-2 forms to all City employees.	0.0	15,106	0.0	17,600	**0.0**	**17,600**
Employee Transit 650009						
Manages the City employees' Metro bus passes and parking program for Hobby Center, HoustonFirst (Tranquility, City Hall Annex, Lot H and Lot C) through chargeback services in the Central Service Revolving Fund.	0.0	2,690,590	0.0	2,773,333	**0.0**	**2,842,286**
Total	**0.0**	**6,748,715**	**0.0**	**6,150,914**	**0.0**	**4,479,858**

Business Area Revenues Summary

Fund Name : Central Service Revolving Fund
Business Area : Administration and Regulatory Affairs
Fund No./Bus. Area No. : 1002 / 6500

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Charges for Services	2,690,365	2,841,173	2,773,333	**2,842,286**
Direct Interfund Services	3,975,569	3,359,981	3,359,981	**1,619,972**
Miscellaneous/Other	82,781	17,600	17,600	**17,600**
Grand Total Revenues	**6,748,715**	**6,218,754**	**6,150,914**	**4,479,858**

Business Area Budget Summary

Fund Name : Central Service Revolving Fund
Business Area : Houston Information Technology Services
Fund No. /Bus. Area No. : 1002 / 6800

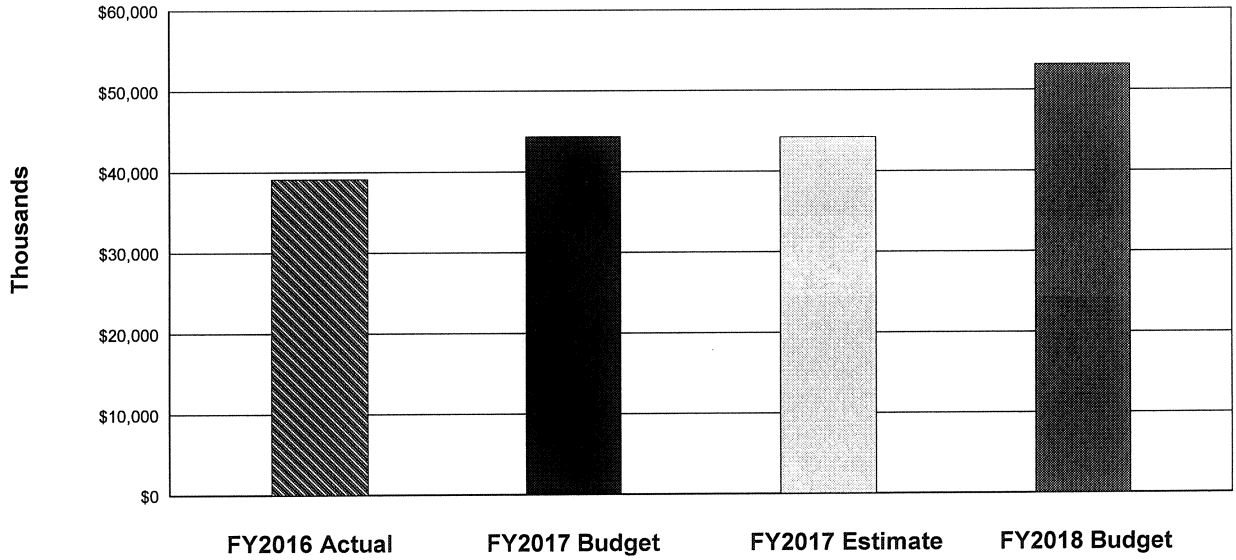
		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	6,728,448	6,888,166	6,799,531	**13,030,369**
	Supplies	104,780	159,362	179,388	**150,220**
	Other Services and Charges	31,421,951	36,577,250	36,553,090	**39,983,122**
	Equipment	236,698	62,459	49,409	**0**
	Total M & O Expenditures	38,491,877	43,687,237	43,581,418	**53,163,711**
	Debt Service & Other Uses	653,736	653,736	653,736	**0**
	Total Expenditure	39,145,613	44,340,973	44,235,154	**53,163,711**
Revenues		39,145,613	44,340,973	44,235,154	**53,163,711**
Staffing	Full-Time Equivalents - Civilian	54.9	53.7	54.7	**99.7**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	54.9	53.7	54.7	**99.7**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.

- To properly align resources to ensure better service delivery and to reflect a more accurate service cost, the following services were transferred to the Central Services Revolving fund in FY2018: Project Management Office, Municipal Court Support, Enterprise Geographical Information Services (EGIS) and Enterprise Resource Planning (ERP).

Central Service Revolving Fund
Houston Information Technology Services
Expenditure Summary



Division Summary

Fund Name : Central Service Revolving Fund
Business Area : Houston Information Technology Services
Fund No. /Bus Area No. : 1002 / 6800

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
HITS - Director's Office Group 680001						
Citywide IT oversight, administrative support in financial analysis and reporting, cost accounting, capital planning, project staffing, funds management, asset management, procurement, contract compliance, open records and accounts payable. Management of the Chief Information Security Office (CISO) with the mission of information security operations, governance, architecture, and cyber threat analysis to assist in ensuring citywide compliance.	1.5	3,848,173	8.0	4,056,412	**9.0**	**3,979,114**
HITS - Applications 680002						
Provides solutions for business processes to City departments and responsible for implementing and supporting enterprise systems such as ERP, commercial off-the-shelf applications like 3-1-1, Fleet, the Contact Center, EGIS, as well as custom developed solutions. Manages the citywide scorecard project and data warehouse management. Manages the data warehousing and a suite of business intelligence platforms, and tools for the City.	18.2	8,693,050	20.0	9,610,505	**37.0**	**12,589,460**
HITS - Infrastructure Group 680003						
Provides help desk and field support for citywide applications. Manages the City's network telecommunications infrastructure, internet access and remote connectivity to ensure reliability. Manages server platforms, storage systems, data center facilities, server rooms, e-mail, communication systems, and system management tools.	6.0	21,238,851	6.0	25,987,917	**6.0**	**28,222,706**
HITS - Public Safety 680005						
Provides planning, management, and operations for mission critical IT systems within the Houston Emergency Center. These systems support Police, Fire, and Emergency Management. Manages infrastructure, applications, and desk tops throughout the center on a 24x7 basis. Also provides 24x7 on-scene support during activations of the City's Emergency Operations Center located within the HEC.	22.2	4,325,630	20.7	4,434,320	**20.7**	**4,486,673**
HITS - Client Solutions 680006						
Manages operational costs associated with the Court System for Management of Resources and Technology (CSMART). The operational costs include server operation system management, payment and image system management, scanning control and data base management.	1.6	197,154	0.0	146,000	**11.0**	**1,689,819**

Division Summary

Fund Name : **Central Service Revolving Fund**
Business Area : **Houston Information Technology Services**
Fund No. /Bus Area No. : **1002 / 6800**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
HITS - Project Group 680007						
Provide IT project governance, scope development, and performance metrics; while also ensuring IT projects are on schedule and on budget and are in alignment with Plan Houston and the HITS technology strategic plan. The division experienced a reduction in force in FY2017 and remaining personnel were consolidated within other divisions. FY2018 exhibits the initial steps to reconstruct this division.	5.4	842,755	0.0	0	**16.0**	**2,195,939**
Total	**54.9**	**39,145,613**	**54.7**	**44,235,154**	**99.7**	**53,163,711**

Business Area Revenues Summary

Fund Name : Central Service Revolving Fund
Business Area : Houston Information Technology Services
Fund No./Bus. Area No. : 1002 / 6800

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Direct Interfund Services	37,576,947	41,826,058	41,906,351	**50,585,422**
Miscellaneous/Other	1,568,666	2,514,915	2,328,803	**2,578,289**
Grand Total Revenues	**39,145,613**	**44,340,973**	**44,235,154**	**53,163,711**

Business Area Budget Summary

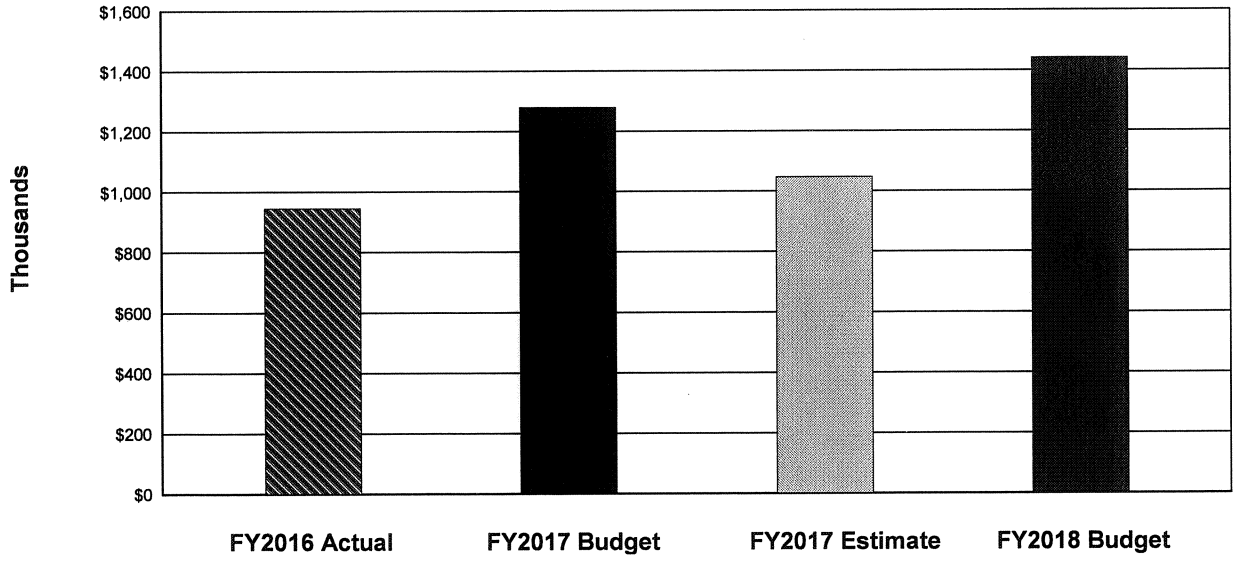
Fund Name : Central Service Revolving Fund
Business Area : Planning & Development
Fund No. /Bus. Area No. : 1002 / 7000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	842,087	1,069,772	851,110	**1,227,412**
	Supplies	987	21,996	21,996	**25,366**
	Other Services and Charges	102,501	188,114	174,705	**188,495**
	Total M & O Expenditures	945,575	1,279,882	1,047,811	**1,441,273**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	945,575	1,279,882	1,047,811	**1,441,273**
Revenues		945,575	1,279,882	1,047,811	**1,441,273**
Staffing	Full-Time Equivalents - Civilian	9.5	10.5	7.5	**11.5**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	9.5	10.5	7.5	**11.5**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- The FY2018 Budget includes funding of four GIS analysts transferred from the General Fund. GIS analysts support and handle requests for mapping and analysis, utilizing the Enterprise GIS for all internal departments within the City.

Central Service Revolving Fund
Planning & Development
Expenditure Summary



Business Area Performance Measures

Fund Name : Central Service Revolving Fund
Business Area : Planning & Development
Fund No. /Bus. Area No. : 1002 / 7000

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Property Addresses Assigned Prior to Planning Commission Approval	58%	59%	59%	60%
Expenditures Adopted Budget vs Actual Utilization	77%	100%	82%	100%
Revenues Adopted Budget vs Actual Utilization	77%	100%	82%	100%

Division Summary

Fund Name : **Central Service Revolving Fund**
Business Area : **Planning & Development**
Fund No. /Bus Area No. : **1002 / 7000**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
PD - GIS Services 700002						
The EGIS Revolving Fund work group creates and maintains the City's underlying geospatial data for all departments applications and map requests. The group also coordinates with emergency providers within the city, county, and regional agencies to ensure accurate, effective emergency services; and provides mapping and analysis for data, training, testing and debugging to ensure product quality.	9.5	945,575	7.5	1,047,811	**11.5**	**1,441,273**
Total	**9.5**	**945,575**	**7.5**	**1,047,811**	**11.5**	**1,441,273**

Business Area Revenues Summary

Fund Name : Central Service Revolving Fund
Business Area : Planning & Development
Fund No./Bus. Area No. : 1002 / 7000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Direct Interfund Services	444,233	588,765	475,550	**478,796**
Miscellaneous/Other	501,342	691,117	572,261	**962,477**
Grand Total Revenues	**945,575**	**1,279,882**	**1,047,811**	**1,441,273**

Business Area Budget Summary

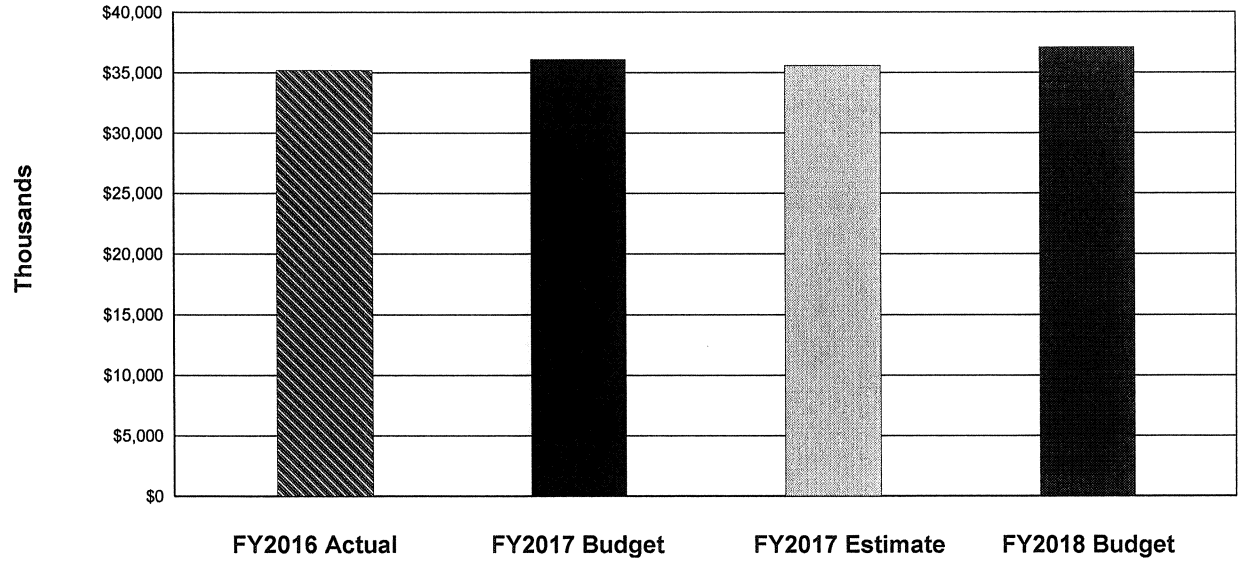
Fund Name : Central Service Revolving Fund
Business Area : Human Resources
Fund No. /Bus. Area No. : 1002 / 8000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	13,035,187	14,439,807	14,080,677	**14,647,183**
	Supplies	49,301	78,528	62,047	**95,945**
	Other Services and Charges	22,075,168	21,569,123	21,403,627	**22,327,772**
	Non-Capital Equipment	29,899	28,954	27,015	**37,340**
	Total M & O Expenditures	35,189,555	36,116,412	35,573,366	**37,108,240**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	35,189,555	36,116,412	35,573,366	**37,108,240**
Revenues		35,189,555	36,116,412	35,573,366	**37,108,240**
Staffing	Full-Time Equivalents - Civilian	151.2	158.5	155.0	**157.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	151.2	158.5	155.0	**157.0**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- o The FY 2018 Budget provides funding for health benefits, pension contribution and municipal employees' contractual pay increases.
- o Provides HR services (employee relations, benefits support, retirement, staffing, succession planning, monitoring of legal compliance, reporting, and transactional duties).
- o The FY 2018 Budget includes funding for the Special Projects Unit transferred from Health Benefits Fund. This unit currently has 3 FTEs and provides citywide programs such as the "Find Your Path" Career Day Expo, "Hire Houston Youth" (HHY) which is part of the Mayor's Initiative for the City of Houston Summer Youth program, and other initiatives under the "Grow Your Own Workforce" umbrella.
- o The FY 2018 Budget includes mandated bi-annual classified testing of HFD Fire Captain and Senior Fire Captain. These examinations ensure compliance with state and federal laws.

Central Service Revolving Fund
Human Resources
Expenditure Summary



Business Area Performance Measures

Fund Name : Central Service Revolving Fund
Business Area : Human Resources
Fund No. /Bus. Area No. : 1002 / 8000

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Temporary Employee Pay Rate	N/A	$26	$26	$26
Temporary Employee Utilization by Headcount	N/A	539	539	539
Temporary Employee Utilization by Hours Worked	N/A	14,000	14,000	14,000
Expenditures Adopted Budget vs Actual Utilization	100%	100%	98%	100%
Revenues Adopted Budget vs Actual Utilization	100%	100%	98%	100%

Division Summary

Fund Name : **Central Service Revolving Fund**
Business Area : **Human Resources**
Fund No. /Bus Area No. : **1002 / 8000**

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Contingent Workforce Services 800011						
This program is utilized by all departments as a vital component of the staffing strategy for peak load, pilot programs, grants, citywide events and special needs. The City uses more than 500 temporary employees at any given time in diverse classifications (professional/technical, IT, administrative, and service/maintenance).	3.7	20,314,462	3.0	19,925,107	**3.0**	**19,926,083**
HR Client Relations Division 800020						
A consolidated entity that originates and leads Human Resources practices and objectives. The division fosters an employee-oriented, high performance culture that emphasizes goal attainment, team spirit, superior customer service, quality work, high efficiency, and productivity.	132.7	13,299,379	135.0	13,838,223	**137.5**	**15,384,149**
Learning and Development Center 800030						
Learning and Development Center is an employee performance improvement organization that provides ongoing learning and development opportunities for employees through numerous stand-alone classes and four multi-session signature programs. The Center's Organizational Development program provides consultation services, custom-designed improvement programs, and results-based solutions.	14.8	1,575,714	17.0	1,810,036	**16.5**	**1,798,008**
Total	**151.2**	**35,189,555**	**155.0**	**35,573,366**	**157.0**	**37,108,240**

Business Area Revenues Summary

Fund Name : Central Service Revolving Fund
Business Area : Human Resources
Fund No./Bus. Area No. : 1002 / 8000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Charges for Services	13,429,787	14,565,057	13,974,323	**15,960,232**
Direct Interfund Services	21,744,368	21,551,355	21,599,043	**21,148,008**
Miscellaneous/Other	15,400	0	0	**0**
Grand Total Revenues	**35,189,555**	**36,116,412**	**35,573,366**	**37,108,240**

Fund Summary

Fund Name : Project Cost Recovery Fund

Fund No./Bus. Area No. : 1001 / 2000 / 2500

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	0	0	**0**
Current Revenues	50,243,371	46,908,878	**51,947,870**
Total Available Resources	50,243,371	46,908,878	**51,947,870**
Maintenance and Operations	50,243,371	46,908,878	**51,947,870**
Total Expenditures	50,243,371	46,908,878	**51,947,870**
Planned Ending Fund Balance	0	0	**0**
Total Budget	50,243,371	46,908,878	**51,947,870**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	0	0	**0**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Budget for the Project Cost Recovery Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The Project Cost Recovery Fund was established to segregate those activities that are in direct support of the Street, Stormwater, Traffic, Water & Wastewater Capital Improvement Plan (CIP). These activities encompass a variety of divisions within the department, with the majority of the activities in the Engineering & Construction Division (ECD). The costs of these activities are recovered from the appropriate CIP funds through the use of time sheets provided by the operating divisions. Included in the chargeback is overhead that pays for administrative costs provided by the fund's management and support staff as well as Public Works and Engineering allocated costs. An additional amount is included in the surcharge that pays for the fund's indirect cost allocation as calculated by the Finance Department. Lastly, the General Services Department (GSD) expenditures within this fund are also recovered from CIP funds.

The mission and primary areas of focus for the Project Cost Recovery Fund are: To design and construct Houston's public infrastructure so that quality capital projects are delivered timely, within budget and with minimum inconvenience to the public.

Short Term Goals

- Execute current Capital Improvement Plan workload to meet or exceed performance measure standards.
- Complete Capital Improvement Program Management System(CIPMS) upgrades, initiate back end programming, and prioritize and schedule future system modifications.
- Continue to acquire parcels by construction award date.
- Continue efforts to develop and implement processes to perform need assessments, prioritize needs, and develop candidate projects across infrastructure programs.
- Configure contract database to generate automatic alerts for contract specific actions.
- Calibrate and optimize the GIS aligned operational and planning model for the water system.
- Define and implement a department-wide standard mobile workforce technology platform consisting of proven collaborative tools for communication and tracking installed on standard cellular and tablets.

Long Term Goals

- Utilize manpower analysis as a basis for ECD level of efforts. Continue to review evaluation reports on consultants and contractors.
- Develop citywide infrastructure needs based on population growth and regulatory drivers with processes to delivery necessary CIP candidate projects based on infrastructure condition and growth.
- Develop regional re-use plan for indirect re-use water rights.
- Refresh and upgrade PWE's computing and communities to increase capabilities and support new technologies.
- Manage and implement calming devices to improve neighborhood quality of life by reducing cut-through traffic, excessive vehicular speeds on neighborhood streets, and promote safe bike usage.

Business Area Budget Summary

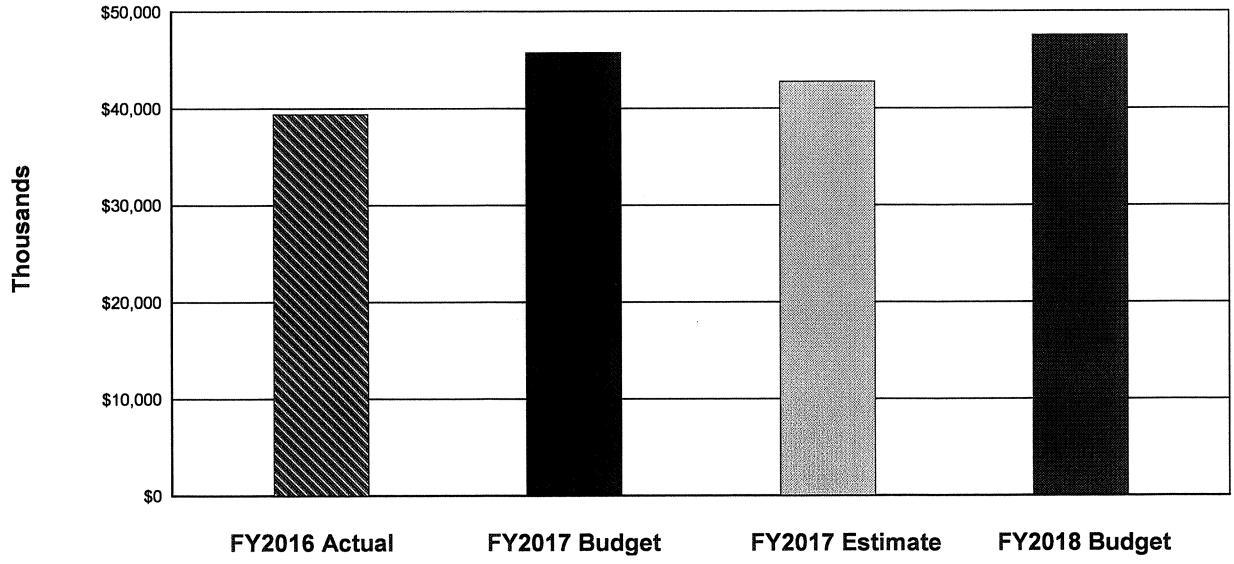
Fund Name : Project Cost Recovery Fund
Business Area : Public Works & Engineering
Fund No. /Bus. Area No. : 1001 / 2000

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	31,566,231	36,208,300	33,813,219	**37,668,800**
	Supplies	295,209	426,800	330,511	**525,600**
	Other Services and Charges	7,505,101	8,998,300	8,508,988	**8,719,800**
	Equipment	0	23,250	0	**383,300**
	Non-Capital Equipment	30,839	110,550	98,700	**236,300**
	Total M & O Expenditures	39,397,380	45,767,200	42,751,418	**47,533,800**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	39,397,380	45,767,200	42,751,418	**47,533,800**
Revenues		39,397,380	45,767,200	42,751,418	**47,533,800**
Staffing	Full-Time Equivalents - Civilian	302.7	336.7	316.8	**349.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	302.7	336.7	316.8	**349.0**
	Full-Time Equivalents - Overtime	2.0	4.0	2.9	**3.6**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- Includes new inspector positions to perform in-house construction management; generating $1.6 million savings in construction management fees in Capital Improvement Projects.
- Includes additional resources to support the Northeast Water Purification Plant Expansion Project. Most of the costs (84%) related to the additional resources will be paid for by the four participating water authorities.
- Includes 3 additional FTEs due to moving the Mayor's Office for People's with Disabilities to Public Works & Engineering from the Department of Neighborhoods.
- Implementation of 10-year CIP plan for FY2018 - FY2027.

Project Cost Recovery Fund
Public Works & Engineering
Expenditure Summary



Business Area Performance Measures

Fund Name : Project Cost Recovery Fund
Business Area : Public Works & Engineering
Fund No. /Bus. Area No. : 1001 / 2000

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Accept Work Actions Prepared	95	84	97	98
Construction Projects Completed on Schedule	88%	92%	92%	95%
Construction Projects Completed within Budget	97%	98%	98%	98%
Construction Projects Substantially Completed	51	80	85	79
Engineers and Inspectors with License Renewals	100%	100%	100%	100%
Parcels of Land Acquired	370	497	420	450
Pre-engineering Needs Identification Completed	25	44	28	45
Professional Services Contracts Awarded	69	70	54	62
Systems Availability - CIPMS	99.5%	99.5%	99.5%	99.5%
Expenditures Adopted Budget vs Actual Utilization	89%	98%	93%	98%
Revenues Adopted Budget vs Actual Utilization	89%	100%	93%	100%

Division Summary

Fund Name : Project Cost Recovery Fund
Business Area : Public Works & Engineering
Fund No. /Bus Area No. : 1001 / 2000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Traffic Operations Division 200002						
Manages and analyzes traffic calming plans to support the Neighborhood Traffic Management Program.	2.9	358,100	3.0	383,902	**6.4**	**683,300**
Office of the Director 200003						
Administers the City's Minority/Women/Disadvantaged Business Enterprise Program (M/W/DBE) and Persons with Disabilities Business Enterprises Program (PDBE).	0.0	814,370	0.0	890,024	**3.0**	**928,000**
PWE - Public Utillity 200004						
Manages contractual issues and other required coordination with participating water authorities related to the Northeast Water Plant Expansion.	0.0	0	4.2	598,218	**14.9**	**2,082,200**
PWE - Finance 200005						
Processes pay estimates and project reimbursements in a timely manner. Provides financial reports on project and grant related activites. Monitors and accounts for CIP related revenues and expenses.	13.3	2,753,306	13.7	3,186,604	**15.5**	**3,559,200**
Planning & Development Services Division 200006						
Coordinates planning initiatives and prepares long-term 10-year planning goals for City's infrastructure improvement as well as acquires land in support of Capital Improvement Plan projects.	45.0	5,865,500	50.8	6,688,977	**56.9**	**7,684,400**
Engineering & Construction Division 200007						
Responsible for the implementation of engineering and construction of infrastructure projects per the City's adopted five-year CIP plan.	238.3	28,765,874	241.6	29,871,105	**247.3**	**31,331,300**

Division Summary

Fund Name : Project Cost Recovery Fund
Business Area : Public Works & Engineering
Fund No. /Bus Area No. : 1001 / 2000

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
Information Technology 200008						
Provides and maintains technology solutions to support planning, design, construction, operation, and maintenance of the public infrastructure systems while maintaining high availability, response time, data accuracy, and integrity to serve the needs of the Department. Technically assists the PWE inspectors to perform work and input data into CIPMS from remote sites.	3.2	812,330	3.5	1,104,688	**5.0**	**1,237,100**
Management Support Branch 200009						
Provides necessary funding to ensure effective delivery of accurate, reliable and timely bi-weekly payroll reports.	0.0	27,900	0.0	27,900	**0.0**	**28,300**
Total	**302.7**	**39,397,380**	**316.8**	**42,751,418**	**349.0**	**47,533,800**

Business Area Revenues Summary

Fund Name : Project Cost Recovery Fund
Business Area : Public Works & Engineering
Fund No./Bus. Area No. : 1001 / 2000

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Licenses and Permits	50,985	35,000	35,000	**35,000**
Intergovernmental	0	71,100	71,100	**71,100**
Direct Interfund Services	39,340,133	45,661,100	42,628,854	**47,411,700**
Miscellaneous/Other	6,262	0	16,464	**16,000**
Grand Total Revenues	**39,397,380**	**45,767,200**	**42,751,418**	**47,533,800**

Business Area Budget Summary

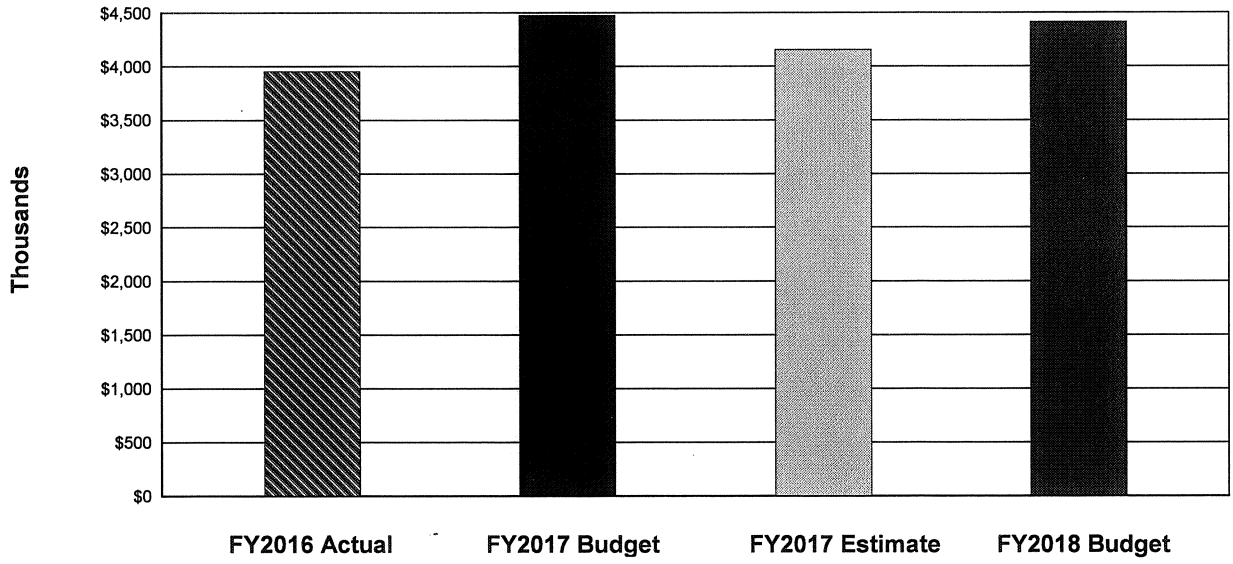
Fund Name : Project Cost Recovery Fund
Business Area : General Services
Fund No. /Bus. Area No. : 1001 / 2500

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	3,951,922	4,476,171	4,157,460	**4,414,070**
	Total M & O Expenditures	3,951,922	4,476,171	4,157,460	**4,414,070**
	Debt Service & Other Uses	0	0	0	**0**
	Total Expenditure	3,951,922	4,476,171	4,157,460	**4,414,070**
Revenues		3,951,922	4,476,171	4,157,460	**4,414,070**
Staffing	Full-Time Equivalents - Civilian	36.1	38.0	34.9	**36.2**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	36.1	38.0	34.9	**36.2**
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	**0.0**

Significant Budget Changes and Highlights

- The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.
- Continue implementing Leadership in Energy and Environmental Design (LEED™) standards to improve the quality of City buildings and their impact on the environment.

Project Cost Recovery Fund
General Services
Expenditure Summary



Business Area Performance Measures

Fund Name : Project Cost Recovery Fund
Business Area : General Services
Fund No. /Bus. Area No. : 1001 / 2500

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Job Order Contract/Task Order Contract Projects	203	285	246	280
Expenditures Adopted Budget vs Actual Utilization	93%	100%	93%	100%
Revenues Adopted Budget vs Actual Utilization	93%	100%	93%	100%

Division Summary

Fund Name : Project Cost Recovery Fund
Business Area : General Services
Fund No. /Bus Area No. : 1001 / 2500

Division Description	FY2016 Actual FTEs	FY2016 Actual Costs $	FY2017 Estimate FTEs	FY2017 Estimate Costs $	FY2018 Budget FTEs	FY2018 Budget Costs $
GSD-Design & Construction 250003						
Provide CIP planning; manage the design and construction of City facilities for all departments except Aviation; facilitate tenant improvements; manage construction and coordinate moves; track, monitor, and manage environmental contracts; civic art administration; provide in-house planning and design services and project management.	36.1	3,951,922	34.9	4,157,460	**36.2**	**4,414,070**
Total	**36.1**	**3,951,922**	**34.9**	**4,157,460**	**36.2**	**4,414,070**

Business Area Revenues Summary

Fund Name : **Project Cost Recovery Fund**
Business Area : **General Services**
Fund No./Bus. Area No. : **1001 / 2500**

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Direct Interfund Services	3,951,922	4,476,171	4,157,460	**4,414,070**
Grand Total Revenues	**3,951,922**	**4,476,171**	**4,157,460**	**4,414,070**

CAPITAL IMPROVEMENT PLAN SUMMARY

The information below reflects last year's FY2017 - FY2021 Adopted CIP. As of May 2017, the CIP for FY2018 - FY2022 is still being developed. This section will be updated with the Adopted FY2018 - FY2022 CIP in the Fiscal Year 2018 Adopted Budget Book.

In November 1983, the City Council established a five-year capital improvement planning process for physical improvements to public facilities and infrastructure. By resolution, it became City policy to engage in a continuous five-year capital improvement planning process that includes annual review, revision, and adoption of a five-year Capital Improvement Plan (CIP). The five-year CIP is revised annually to include new projects, reflect changes in priorities, and extend the plan an additional year. The first year of the plan is the current CIP, and it is revised throughout the year as needs dictate or when changes are made to existing approved capital projects.

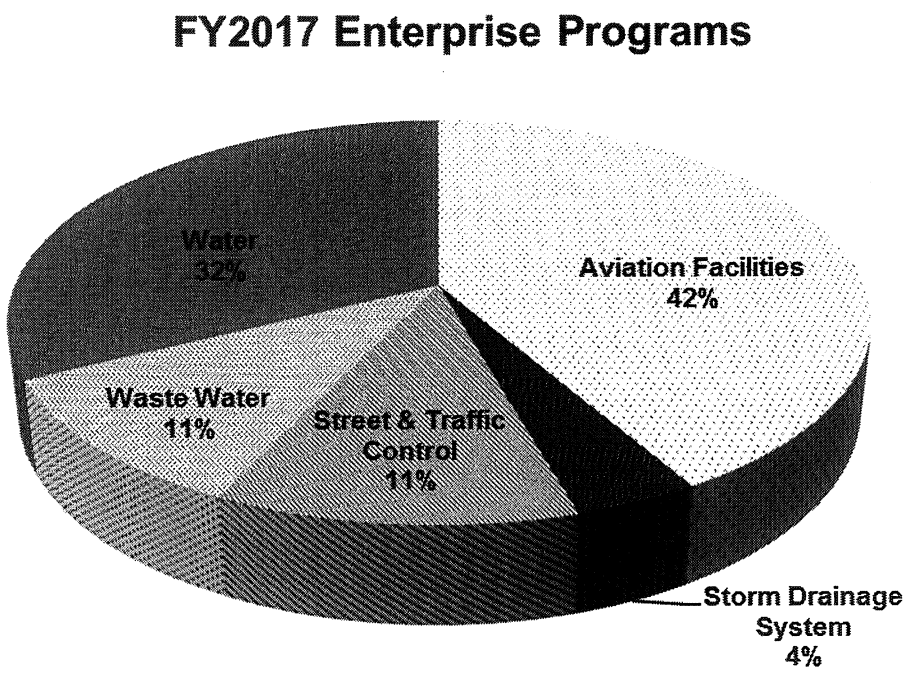
The CIP provides a schedule for appropriation of capital projects. Details on capital projects for public improvement programs include allocations toward Fire, General Government, Homeless & Housing, Library, Parks, Police, Health, and Solid Waste Management projects. Enterprise capital programs include Airport, Storm Drainage System, Street & Traffic Control, Wastewater, and Water projects. Programs implemented citywide include Information Technology and Fleet projects. The City of Houston Fiscal Year 2017 – 2021 Adopted Capital Improvement Plan is available online at http://www.houstontx.gov/cip/17cipadopt/.

Presented below is a summary of the planned appropriations for the Adopted FY2017 - FY2021 CIP:

FY2017 - FY2021 Adopted CIP ($ Thousands)						
	2017	2018	2019	2020	2021	Total 2017-2021
Public Improvement Programs						
Bayou Greenways	43,373	28,844	42,447	35,680	-	150,344
Fire	17,976	8,436	13,325	10,542	7,046	57,325
General Government	11,201	57,488	5,336	4,187	10,293	88,504
Health	4,792	32,239	5,359	13,631	20,275	76,296
Homeless & Housing	1,100	1,100	1,100	1,100	1,100	5,500
Library	1,426	2,847	8,954	4,011	2,575	19,812
Parks and Recreation	36,892	37,131	15,387	5,562	6,983	101,955
Police	17,553	2,139	5,218	14,627	10,056	49,594
Solid Waste Management	1,834	2,598	10,655	1,056	1,092	17,234
Subtotal	**136,148**	**172,822**	**107,781**	**90,395**	**59,420**	**566,564**
Enterprise Programs						
Aviation Facilities	730,691	802,914	315,203	101,531	294,237	2,244,576
Storm Drainage System	69,487	64,623	114,824	95,347	112,828	457,109
Street & Traffic Control	201,470	159,648	114,647	144,048	175,915	795,728
Wastewater	185,000	185,000	185,000	185,000	185,000	925,000
Water	566,369	668,438	990,819	283,255	192,241	2,701,121
Subtotal	**1,753,017**	**1,880,623**	**1,720,493**	**809,181**	**960,221**	**7,123,534**
Citywide Programs						
Technology	13,086	4,198	6,160	9,724	3,076	36,244
Fleet	53,043	39,619	38,451	38,262	39,295	208,669
Subtotal	**66,129**	**43,817**	**44,611**	**47,986**	**42,371**	**244,913**
City Programs Total	**1,955,293**	**2,097,261**	**1,872,885**	**947,561**	**1,062,011**	**7,935,012**
Component Units	**247,729**	**249,762**	**227,219**	**140,344**	**10,249**	**875,303**
Overlap Between Component Units and Public Improvement Programs	(32,143)	(11,347)	(16,196)	(44,389)	(1,500)	(105,575)
Grand Total	**2,170,880**	**2,335,676**	**2,083,908**	**1,043,516**	**1,070,760**	**8,704,740**

Enterprise Programs

The Adopted Capital Improvement Plan calls for the appropriation of $2.2 billion in FY2017. Of the total appropriations planned for the current plan year, $1.8 billion are from Enterprise Programs. Enterprise programs include projects that are primarily funded from user-fee supported funds, which address a full range of capital facility and infrastructure improvements and distributed among the five programs as illustrated in the chart below. Of all enterprise funding the largest program, with 42% of the enterprise allocation, is Aviation Facilities Improvements. These improvements are funded from various sources including the Airports Improvement Fund (AIF, Fund 8011), Airports Renewal and Replacement Fund (R&R), Grants-in-Aid from the FAA Airports Improvement Program (AIP), Commercial Paper / General Airport Revenue Bonds, and passenger facility charges.

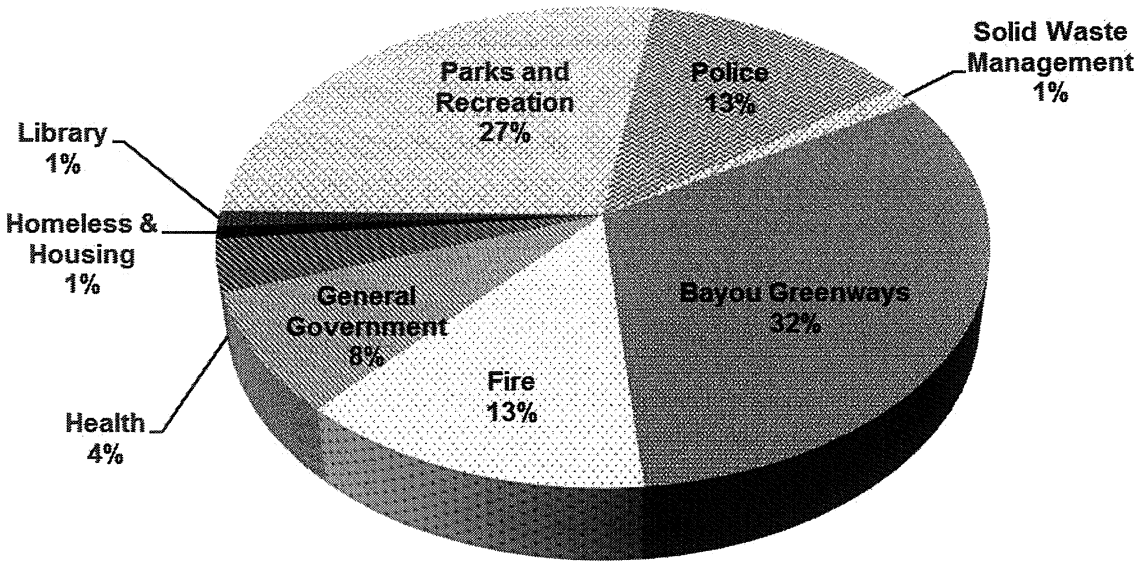


Public Improvement Programs

The citizens of Houston approved a Bond Election for $625 million in November 2006 and $410 million in November 2012. Public improvement projects include vertical and horizontal construction projects for general public use, services, and safety. Significant projects are the continued construction, rehabilitation and renovation of the library system; continued implementation of the "Parks Master Plan" program; public safety facilities; replacement, rehabilitation and construction of fire stations; and replacement or upgrading of solid waste facilities.

Of the $136 million in the public improvement programs, $43 million is allocated to the Bayou Greenways initiative utilizing 32% of the total planned appropriations for FY2017. It is closely followed by Parks and Recreation with $37 million at 27% of the total. Both programs are funded with both non-debt and debt funding sources. In FY2017, 32% of Bayou Greenways funding is from general obligation bonds (GO Bonds) and 68% is covered by the Houston Parks Board (HPB). Of FY2017 Parks funding sources, 40% are from GO Bonds with 60% being funded by a combination of grants and private funds.

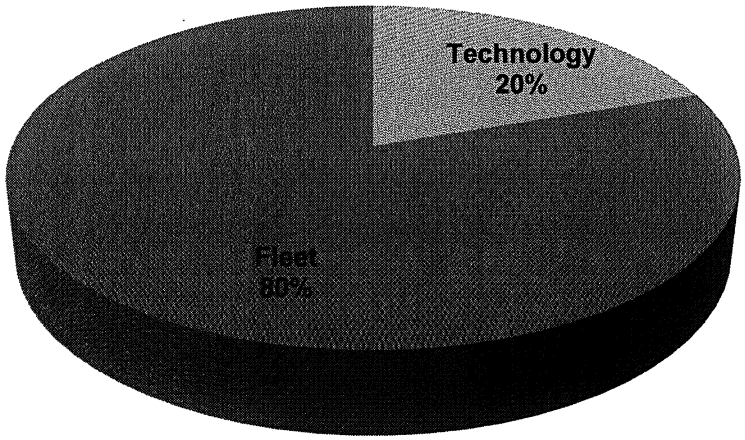
FY2017 Public Improvement Programs



Citywide Programs

The Citywide programs include projects that may impact the Houston area citywide or departmental operations. The Citywide programs for FY2017 total about $66 million. Fleet Management constitutes 80% of the funding allocation with $53 million. Technology projects make up the remainder with a $13 million allocation. The Fleet and Technology programs provide improvements and equipment necessary for City services and business processes. Fleet will use funding to purchase new vehicles for departments citywide.

FY2017 Citywide Programs



Non-Debt Funding Sources

Funding sources which support the CIP include but are not limited to bond proceeds and commercial paper, Metropolitan Transit Authority funds, Harris County funds, Houston Parks Board funds, Federal Aviation Administration funds, Airport Improvement funds, Texas Department of Transportation funds, and Enterprise system user fees. Both Public Improvement and Citywide programs use non-debt funding sources to supplement department needs.

Presented below is a summary of the planned appropriations for FY2017 - FY2021 with the percentage of non-debt funding sources used by each program:

General Obligation Bond Summary Fiscal Year Planned Appropriations ($ Thousands)		
	FY2017-FY2021	**Leverage of Non-Debt Funding Sources**
Public Improvement Programs		
Bayou Greenways	62,605	58%
Fire	57,325	0%
General Government	88,505	0%
Health	76,296	0%
Homeless & Housing	5,500	0%
Library	19,813	0%
Parks and Recreation	38,998	62%
Police	25,299	49%
Solid Waste Management	17,235	0%
Subtotal	**391,576**	**31%**
Citywide Programs		
Technology	35,344	2%
Fleet	100,092	52%
Subtotal	**135,436**	**45%**

Impact to Operating Budget

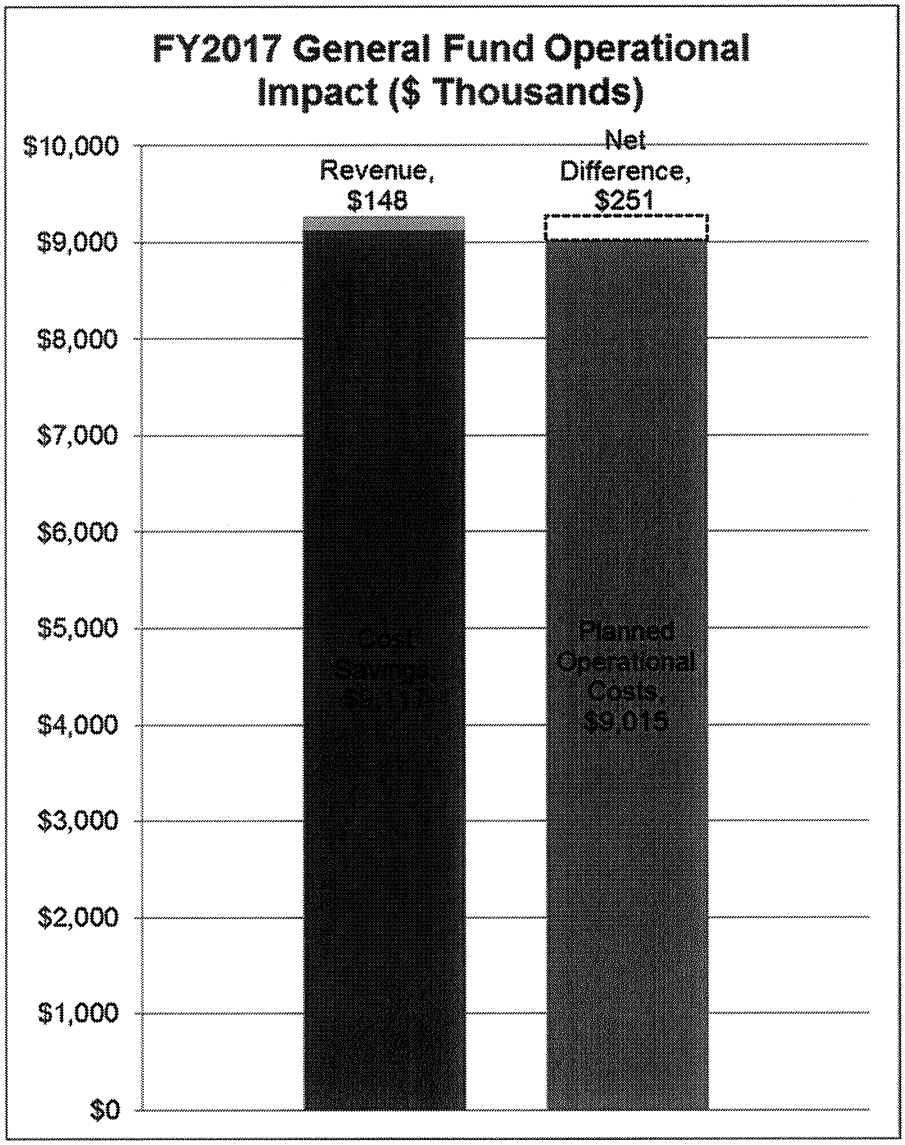
Capital improvement costs in the CIP are classified into two categories: direct project costs and associated increases to annual operational costs. Examples of direct project costs include purchases of land or facilities, design and construction of new facilities or renovation of existing facilities, and initial equipment purchases for new or renovated facilities. Operating costs include staffing, maintenance or service (including electrical) costs related to new, renovated or expanded facilities. The impacts of operating costs on capital projects are monitored closely for inclusion in the annual operating budget.

Presented below is a summary of the projected general fund operational costs associated with the Adopted FY2017 - FY2021 CIP:

Fiscal Year Planned Operational Cost* ($Thousands)						
	2017	**2018**	**2019**	**2020**	**2021**	**Total 2017 - 2021**
Equipment	-	-	-	-	-	-
Other	131	268	222	545	824	1,990
Personnel	457	628	638	755	875	3,352
Services	8,428	16,922	17,687	18,897	19,814	81,747
Supplies	-	-	-	-	-	-
***Subtotal**	**9,015**	**17,818**	**18,547**	**20,197**	**21,513**	**87,089**
Revenue	(148)	(148)	(148)	(148)	-	(594)
Savings	(9,117)	(18,235)	(18,873)	(19,584)	(20,267)	(86,077)
****Subtotal**	**(9,266)**	**(18,383)**	**(19,022)**	**(19,732)**	**(20,267)**	**(86,671)**
Grand total	**(251)**	**(566)**	**(475)**	**464**	**1,245**	**419**

*** Does not include Enterprise Funds**

****Revenue and savings are shown as offsets to planned operational costs.**


FY2017 General Fund Operational Impact ($ Thousands)
$10,000
$9,000
$8,000
$7,000
$6,000
$5,000
$4,000
$3,000
$2,000
$1,000
$0
Revenue, $148
Net Difference, $251
Cost Savings, $8,117
Planned Operational Costs, $9,015

Of the $9 million of projected General Fund operational costs for FY2017, 5% will cover new staffing previously not needed for the issuance of city services and 93% will be used for services related to the City-County Joint Prisoner Processing Facility. However, those costs are offset by $9 million in savings related to the closure of HPD jails. In FY2017, $148,000 is expected to be generated in additional revenue from the Parking Pay Station Replacement project.

Presented below is the project listing of the operational impacts planned for FY2017. A complete list is available within the City of Houston Fiscal Year 2017 - 2021 Adopted Capital Improvement Plan and online at http://www.houstontx.gov/cip/17cipadopt/.

General Government Operational Impact
FY2017 Capital Improvement Plan ($ Thousands)

CIP No.	Project Name	Operational Costs	Revenue	Savings	Net Impact
D-650005	ARA - Parking Pay Station Replacement	-	(148)	-	(148)
G-000037	City-County Prisoner Processing Facility	8,428	-	(9,117)	(690)
X-100025	HPD - Police Body Cameras	533	-	-	533
X-680012	SAP Performance Testing Tools	30	-	-	30
X-800007	HR – Benefits Interactive Platform	25	-	-	25
	Total	**9,015**	**(148)**	**(9,117)**	**(251)**

***Revenues and savings are shown as offsets to planned operational costs.**

Anticipated Appropriations

The following table outlines anticipated appropriations within the Capital Improvement Plan for FY2017 for Public Improvement, Enterprise, and Citywide programs over $10 million. These projects include all funding sources available to the City of Houston, including partnerships with other governments and private entities. Planned appropriations are correlated to spending. However, due to the nature and length of construction timelines, spending can span multiple fiscal years.

Projects over $10 Million		
CIP No.	**Project Name**	**FY2017 Planned Appropriations ($ Thousands)**
A-000800	Executive Program Manager Services-ITRP	369,309
S-000067	Luce Bayou Inter-Basin Transfer	211,763
S-000900	Surface Water Transmission Program	109,592
S-000065	NE Water Purification Plant Expansion	103,122
A-000622	Reworking Constr Taxiway WA/WB	64,742
A-000570	Reconstruction of Taxiway NB - IAH	59,005
S-000066	Northeast Water Purification Plant	58,056
R-000266	Neighborhood Sewer Rehab Program	45,000
R-000536	Wastewater Treatment Plant Consolidation	30,120
A-000596	HAS Admin Bldg Expansion - IAH	30,000
R-000265	Wastewater Treatment Plant Improvements	29,470
S-000035	Neighborhood Water Main Replacement	26,455
S-001000	Pump Station Program	22,465
N-000400	NSR Project 467	21,625
N-000686	Greens Rd. Pave & Drain JFK to Aldine-W.	21,467
S-000500	Water Improvements under M/N	20,977
M-410290	Gillette Trunk-line Improvements	20,631
A-000465	Term A N&S 480-Volt Distribution Sys	20,600
R-000500	WW Improvements under M/N	19,078
F-000811	Memorial Park - Houston Arboretum M.P.	17,000
S-000600	Water Storage Tank Rehabilitation	16,440
S-000056	East Water Purification Plant	16,261
R-000509	69th Street Wastewater Treatment Plant	16,000
N-000386	NSR Project 454	15,398
W-208305	PWE - Combined Utility System Gen Purpose	14,316
N-000611	N. McCarty	14,048
M-001010	Wycliffe Drive (Chatterton to Melronome)	13,702
R-000267	Lift Station Renewal & Replacement	13,355
G-000037	City-County Prisoner Processing Facility	13,137
M-410001	Woodshire Area Drainage and Paving	13,010
S-000012	Southeast Water Purification Plant	13,000
A-000509	Landside Roadway Improvements - IAH	12,668
M-000293	Binglewood, Inwood Forest & Oak Forest	12,476
N-000590	Holmes Road Paving & Drainage	12,204
N-310651	Intelligent Transportation System (ITS)	12,090
N-000813	Laura Koppe Paving & Drainage	11,754
N-000623	Gellhorn Paving & Drainage	11,696
N-321038	Concrete Panel Replacement Program	11,128
N-100003	Shepherd and Durham Paving & Drainage	10,542
A-000563	Space Locator & Signage A/B/C/D Garage	10,300
A-000564	Air Traffic Control Tower (ATCT) EFD	10,165
N-000784	Buffalo Speedway Paving & Drainage	10,034
C-000206	Fire Station 55 Replacement	10,022

DEBT AND DEBT SERVICES

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FY2018 Annual Financing Plan ..... XIV - 12

Tax Increment Reinvestment Zones ..... XIV - 13

GENERAL OBLIGATION DEBT SERVICE SUMMARY

General Obligation debt is secured by and payable from the receipts of annual ad valorem taxes within legal limits on taxable property within the City. The City has covenanted to assess, levy and collect an ad valorem tax in each calendar year within applicable limitations sufficient to pay the principal and interest on all outstanding obligations payable in such tax year. Such obligations include (1) Public Improvement Bonds, (2) Certificates of Obligation, (3) Certain obligations to fund a portion of the City's unfunded actuarially accrued liability to the City's pension programs, and (4) General obligation commercial paper notes. The debt service requirements, excluding any bond issuance or refunding for FY2018 are estimated to be $384 million.

The largest revenue source for the General Debt Service Funds is the General Fund, which transfers a portion of ad valorem taxes (property tax receipts) required for debt service on the obligations. Within the limits prescribed by law, the City is obligated to assess, levy, and collect annual ad valorem taxes sufficient to pay the principal and interest on the obligations. The Constitution of the State of Texas limits the maximum ad valorem tax rate to $2.50 per $100 assessed valuation for home-rule cities such as the City of Houston. In addition, Proposition 1 limits increases in the City's ad valorem tax revenue by requiring voter approval for increases in ad valorem taxes in future years above a limit equal to the lesser of the actual revenues in the preceding fiscal year plus 4.5%, or a formula that is based upon the actual revenues received in Fiscal Year 2005 adjusted for the cumulative combined rate of inflation and the City's population growth. In addition, in November 2006, Proposition H was passed to further increase the applicable revenue limitations by $90 million. The City's tax rate for Fiscal Year 2017 (tax year 2016) was $0.586420 (per $100 assessed valuation), which consists of $0.454458 for general purposes and $0.131962 for debt service. The proposed Fiscal Year 2018 Budget assumes the City will collect the maximum ad valorem tax revenues allowable under Proposition 1 and H. The tax rate will be adjusted accordingly when the City collects the final tax figures and sets the tax rate.

The second largest source of revenue for the Fund is annual charges to the Combined Utility System to compensate the Debt Service Fund for the cost of paying debt service on assumed annexed water district debt. The Combined Utility System, via the Storm Water Fund, is also charged for debt service payments on certain tax bonds issued for storm water purposes.

Other sources include, but are not limited to, debt service reimbursement for special financings that vary from year to year. Examples of special financings include projects managed by the City but funded by Tax Increment Reinvestment Zones (TIRZ). Interest earned on construction funds (as a result of bonds issued) may be used as a revenue source to help fund debt service and may also be used for expenditures incurred for administering bond programs.

The FY2018 Annual Financing Plan outlines the anticipated sale of City bonds, certificates of obligation, pension bonds, tax and revenue anticipation notes, and commercial paper notes for the upcoming fiscal year. It is expected that the City will issue a total ranging from $50 million to $2.6 billion depending on needs and market conditions.

Tax Bonds and Certificates of Obligation

The Obligations issued as fixed rate debt bear yields ranging from 0.20% up to 6.29%, which are established at the time of issuance and are based on market rates. The City issues Tax Bonds to provide for permanent financing through refunding of commercial paper notes or refunding previously issued and outstanding Tax Obligations of the City. The City has also issued Pension Obligation Bonds in FY2005 - FY2010. Pension Obligations Bonds are payable from and secured by ad valorem taxes and/or revenues to fund Unfunded Actuarial Accrued Liabilities (UAAL) associated with its pension funds.

The City may also issue Certificates of Obligation payable from ad valorem taxes and, in some cases, a pledge of certain City revenues for the purpose of paying any contractual obligations. Certificates of Obligation are issued for special financings and demolitions of dangerous buildings.

The budget includes a seven-month reserve for Tax Bonds and Certificates of Obligation. This reserve covers principal and interest payable in the first seven months of the following fiscal year.

Variable Rate Debt - Commercial Paper Notes

Commercial paper programs provide for the issuance of voter-authorized obligations related to the 2001, 2006 and 2012 bond elections and these series have been implemented to fund various public improvement projects in the Capital Improvement Plan (CIP). These commercial paper programs include:

- Series G with a total authorization of $200 million.
- Series H with a total authorization of $100 million.
- Series J with a total authorization of $125 million.

The City has also authorized two other commercial paper programs under Chapter 1431, Texas Government Code, as amended, which does not require voter authorization. These programs and their uses are:

- Series E with a total authorization of $200 million is used to fund equipment acquisitions, and
- Series K with a total authorization of $300 million is used to provide appropriation capacity to fund capital improvements related to drainage and streets.

The commercial paper programs serve as a management tool to access the credit market to meet cash needs while minimizing the rebate liability on unspent proceeds. The commercial paper notes are refunded periodically into fixed rate tax bonds to limit the City's variable rate exposure and to match the average life of bonds to the life of the assets purchased. Interest on the notes varies depending on the market conditions. The notes may be issued for a period not to exceed 270 days and will bear interest based upon the specified terms, but initially not to exceed 6.5%. The reserves for the notes are based on the amount projected to be outstanding during the fiscal year. The budget includes reserves for interest on commercial paper notes to provide for fluctuations in interest rates at a rate of 6.0% of the estimated amount to be outstanding during the fiscal year.

Assumed Bonds

Prior to FY1991, the City had an aggressive annexation program. There were no annexations during FY1991 and FY1992. However, from FY1993 to FY1997 the City completed seven new annexations. Although annexations have benefited the City in economic growth, no additional annexations have occurred since FY1997. Beginning in FY1999, the legislation requires the City to adopt a three-year annexation plan with certain exceptions; only those areas identified in such plan would be eligible for annexation. The City does not currently have a plan in place to annex additional districts. Debt assumed by the City from annexations of various districts within the extra-territorial jurisdiction becomes a part of the City's debt service requirements. As of FY2007, all of the debt related to annexation has been refunded.

Interest Rate Swaps

As part of its debt management program, the City considers and reviews various interest rate swap proposals, including tax supported interest rate swaps, consistent with the guidelines set forth in its Interest Rate Swap Policy adopted on November 25, 2003. On February 20, 2004, with respect to certain outstanding Tax Bonds, the City entered into a tax supported interest rate swap agreement with Rice Financial Products Corp. LLC. This swap was terminated at the City's option on August 25, 2009. An accumulated profit of approximately $8 million was earned on this swap. No swaps are being contemplated at this time.

Rebuild Houston

On November 2, 2010, voters approved an amendment to the City Charter which requires the City to establish a dedicated pay-as-you-go drainage and street renewal fund to provide for enhancement, improvement and ongoing renewal of the City's drainage and streets. Among other sources of funding, Proposition 1 (2010) requires the City to capture an amount equal to revenues from 11.8 cent equivalent per $100 of assessed valuation in property taxes. This revenue has two authorized uses under Proposition 1. First, the 11.8 cent equivalent of captured property tax revenue must be used to pay debt service on tax supported bonds for drainage and street improvements that were issued prior to December 31, 2011. Second, to the extent that any of the 11.8 cents of captured property tax revenue is left over after the payment of debt service, that remaining captured tax revenue will be deposited into a dedicated drainage and street improvement fund to provide cash funding for pay-as-you-go drainage and street improvements.

Ad Valorem Tax Obligations of the City

State law permits the City to incur total bonded indebtedness through the issuance of ad valorem tax bonds in an amount not to exceed 10% of the total appraised valuation of property in the City. The schedule below shows an estimate for the current fiscal year of outstanding debt applicable to the statutory limitation.

(in thousands of dollars)

Appraised Value [1]		$ 289,877,913
Debt Limit, 10% of Appraised Value		$ 28,987,791
Debt applicable to limitation [2]		
Public Improvement Bonds	$2,320,605	
Commercial Paper Notes	179,900	
Pension Obligation	587,375	
Certificates of Obligation	15,750	
Total Debt Applicable to Limitation	$3,103,630	
Less:		
Amount available for repayment of general obligation debt [2]	(153,757)	
Total debt applicable to limitation		$ 2,949,873

[1] Appraised value for the Fiscal Year 2017 (Tax Year 2016), as of March 3, 2017.

[2] Balance as of February 28, 2017.

Outstanding General Obligation Debt

(in thousands of dollars)	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Budget
OUTSTANDING DEBT:				
Public Improvement Bonds	$2,447,340	$2,320,605	$2,320,605	$2,151,921
Commercial Paper Notes	$ 141,900	$ 99,900	$ 213,144	$ 334,243
Pension Obligation	$ 594,640	$ 587,375	$ 579,605	$ 571,290
Certificates of Obligation	$ 16,360	$ 16,360	$ 15,750	$ 15,750
TOTAL OUTSTANDING DEBT	$3,200,240	$3,024,240	$3,129,104	$3,073,204

DEBT MANAGEMENT POLICIES

Financial Policies: Debt Management Policies

1. It is the City's goal to at least maintain the current credit ratings on each type of City credit or enterprise fund as of the date of adoption of these policies.

   NOT IN COMPLIANCE

	Moody's		Standard & Poor's		Fitch	
	Dec '14	Current	Dec '14	Current	Dec '14	Current
City of Houston - General Obligation	Aa2	**Aa3**	AA+	**AA**	AA	AA
Water & Sewer System - Junior Lien	Aa1	Aa1	AA+	AA+	AA+	AA+
Combined Utility System First Lien	Aa2	Aa2	AA	AA	AA	AA
Houston Airport - Senior Lien	Aa3	Aa3	AA-	AA-	NR	NR
Houston Airport - Junior Lien	A2	**A1**	A	**A+**	A	A
Convention & Entertainment	A2	A2	A-	A-	NR	NR

2. The debt service Fund Balance as of each fiscal year end relating to debt secured by ad valorem taxes shall be no less than debt service payments due within the first 180 days of the following fiscal year.

   IN COMPLIANCE

   Debt Service due by 12/31/2017: $52,094,000

   Debt Service Fund Balance as of 6/30/17 (projected): $134,000,000

3. A standardized presentation format for proposed debt transactions will be adopted by Budget and Fiscal Affairs (BFA). Presentations of debt transactions to BFA shall at least include the following information: revenue source securing the debt uses of the debt proceeds, estimated weighted average life of the debt, estimated change to the overall weighted average life of outstanding debt, estimated present value savings as applicable, estimated true interest cost, anticipated date of pricing and closing.

   IN COMPLIANCE

4. Debt financing in excess of one year shall be limited to capital expenditures for assets, asset lots of similar items, or asset improvements costing more than $50,000 and having a useful life of more than three years.

   IN COMPLIANCE

5. Any capital project financed through the issuance of bonds shall be financed for a period not to exceed the average expected life of the assets.

   IN COMPLIANCE

6. Each fiscal year, the City will use that year's General Obligation (GO) debt service payment as a baseline to establish an index reflecting 4% annual growth in the City's GO debt service (i.e., if the current fiscal year's debt service is $100, then the debt service index for subsequent years would be $104, $108.16, $112.49, $116.99, etc.). If any proposed action by the City (e.g., adoption of the CIP, or Council authorization of debt issuance) is to cause the GO debt service schedule as projected by the City's Financial Advisor to exceed the index in FY2019 and/or any subsequent year(s), a funding mechanism (e.g., reduced expenditures or increased revenue) must be identified to offset the amount(s) by which the proposed debt service payment(s) exceed the index. For purposes of this section, "identification" of a funding mechanism is satisfied by presentation to BFA and/or City Council prior to any action that would incur GO debt.

IN COMPLIANCE

Fiscal Year	GO Debt Service Index	GO Debt Service Due
2017	333,606,111	333,606,111
2018	346,950,355	351,587,916
2019	360,828,369	348,274,793
2020	375,261,504	344,543,351
2021	390,271,964	311,859,841
2022	405,882,843	293,110,587
2023	422,118,157	290,430,319
2024	439,002,883	226,267,502
2025	456,562,998	216,715,854
2026	474,825,518	195,620,098
2027	493,818,539	200,559,671
2028	513,571,280	194,298,660
2029	534,114,132	170,548,907
2030	555,478,697	133,625,051
2031	577,697,845	123,440,939
2032	600,805,759	114,467,100
2033	624,837,989	63,413,500
2034	649,831,508	36,477,339
2035	675,824,769	69,163,989
2036	702,857,759	56,411,914
2037	730,972,070	38,084,896
2038	760,210,953	10,862,674
2039	790,619,391	7,908,106
2040	822,244,166	5,401,670
2041	855,133,933	25,653,270
2042	889,339,290	4,520,900
2043	924,912,862	3,155,250

7. Through greater emphasis on pay-as-you-go infrastructure funding, it is the City's goal to reduce the General Fund transfer for debt service while remaining in compliance with all relevant bond or other debt covenants and indentures. Toward this goal and in compliance with such covenants, the maximum annual General Fund transfer for debt service is to be maintained at 20% of General Fund revenues (excluding state and federal grants) until FY2019. Beginning in FY2019 and in each subsequent fiscal year, the maximum annual General Fund transfer for debt service is to be reduced by 0.5% annually until it reaches 10% of General Fund revenues (excluding state and federal grants), at which point the maximum is to be held constant and remain at 10%.

   IN COMPLIANCE

General Fund Transfer Limit:	20%
FY2018 budgeted General Fund Transfer:	14.5%

8. The City's desired target for average weighted General Obligation bond maturities is 12 years or less.

   IN COMPLIANCE

   The average weighted General Obligation bond maturity as of April 11, 2017 is 8.1 years.

9. When refunding debt, the average weighted maturity of the refunded bonds may not be extended by more than one year unless approved by a two-thirds vote of the City Council present and voting.

   IN COMPLIANCE

Series	Delivery Date	Average life of refunded bonds	Average life of refunding bonds
Combined Utility System First Lien Revenue Refunding Bonds, Series 2017B	5/4/2017	9.576	9.572

10. Other than periodic refundings of commercial paper in accordance with routine City business, the City may initiate a refunding of outstanding debt when:

    a. A refinancing is expected to relieve the City of financially restrictive covenants;

    b. A refinancing is expected to significantly reduce the remaining term of the debt being refunded; or

    c. At the transaction's initiation, the City's financial advisors project net present value savings of at least:

       i. 3% for Current Refundings, unless the final maturity of the refunded bonds is less than five years, in which case the bonds may be refunded for any savings if the final maturity of the bonds refunded is not extended; and

       ii. 5% for Advance Refundings, unless the final maturity of the refunded bonds is less than five years, in which case the bonds may be refunded for any savings if the final maturity of the bonds refunded is not extended.

    The Finance Working Group will be responsible for confirming that one of the above conditions exists.

    IN COMPLIANCE

11. All City financings must comply with applicable Federal, State and Local legal requirements; the Finance Working Group and City Council must approve the issue; the City must analyze the long-term affordability of the debt and assess the issue's impact on the City's self-imposed financial limitations on indebtedness.

    IN COMPLIANCE

12. The City shall review all outstanding debt at least annually for the purposes of identifying refunding opportunities.

    IN COMPLIANCE

13. A formal Request for Information (RFI) process shall be conducted by the Finance Working Group annually when selecting underwriters in order to promote fairness, objectivity and transparency. The selection committee shall report results of the RFI process to BFA and present recommendations for transactions expected to occur during the following year. RFIs shall include questions related to the areas listed below to distinguish firms' qualifications and experience, including but not limited to:

    a. Relevant experience of the firm and the individuals assigned to the issuer, and the identification and experience of the individual in charge of day-to-day management of the bond sale, including both the investment banker(s) and the underwriter(s);

    b. A description of the firm's bond distribution capabilities including the experience of the individual primarily responsible for underwriting the proposed bonds. The firm's ability to access both retail and institutional investors should be described;

    c. Demonstration of the firm's understanding of the issuer's financial situation, including ideas on how the issuer should approach financing issues such as bond structures, credit rating strategies and investor marketing strategies;

    d. Demonstration of the firm's knowledge of local political, economic, legal or other issues that may affect the proposed financing;

    e. Documentation of the underwriter's participation in the issuer's recent competitive sales or the competitive sales of other issuers in the same state;

    f. Analytic capability of the firm and assigned investment banker(s);

    g. Access to sources of current market information to provide bond pricing data before, during, and after the sale;

    h. Any finder's fees, fee splitting, or other contractual arrangements of the firm that could present a real or perceived conflict of interest, as well as any pending investigation of the firm or enforcement or disciplinary actions taken within the past three years by the Securities and Exchange Commission, the Municipal Securities Rulemaking Board, or any other regulatory agency.

    IN COMPLIANCE

DEBT SERVICE FUND BUDGET

Tax Bonds Debt Service Fund Budget

($ Thousands)	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
RESOURCES				
Transfers In:				
General Fund for Tax Bonds and COs*	295,954	258,415	258,415	333,784
Combined Utility System	23,986	23,643	23,755	23,269
Other Sources	42,599	26,904	25,383	26,779
Third Party Reimbursements	-	-	-	-
Inv. Pool Adjustment	1,418	-	1,282	-
Net Bond Proceeds **	660,523	-	-	180,700
Other	4,589	2,874	11,051	3,155
Total Current Revenues	1,029,069	311,836	319,887	567,687
Beginning Fund Balance	122,565	158,811	153,757	134,000
Total Resources	1,151,634	470,647	473,644	701,687
EXPENDITURES				
Debt Service Requirements				
Principal Retirement for Tax Bonds and COs*	183,805	193,190	193,440	216,579
Principal Retirement for Commercial Paper **	107,000	-	-	180,000
Interest	150,318	139,632	141,928	135,009
Projected Future Debt Service	-	-	-	24,193
Commercial Paper Fees	2,645	6,517	4,064	8,187
Cost of Issuance Expenses	3,491	-	191	700
Escrow Deposit - Bond Refunding **	550,602	-	-	-
Other	16	300	21	300
Total Expenditures	997,876	339,639	339,644	564,968
Ending Fund Balance	153,757	131,007	134,000	136,719
Total Expenditures and Ending Fund Balance	1,151,634	470,647	473,644	701,687

* "COs" are Certificates of Obligation
** Figures are representative of budgeted or actual bond issuances/refundings

Principal and Interest Payable from Ad Valorem Taxes

Existing debt as of April 11, 2017

Fiscal	Tax Bonds		Pension Obligations	
Year	Principal	Interest [1]	Principal	Interest
2018	206,480,000	100,038,248	8,315,000	34,525,460
2019	212,510,000	90,637,139	8,895,000	34,002,446
2020	218,265,000	81,081,942	9,520,000	33,442,951
2021	185,890,000	70,746,990	20,145,000	32,844,143
2022	176,005,000	61,857,607	21,440,000	31,577,022
2023	181,750,000	53,416,664	22,805,000	30,228,446
2024	127,785,000	44,823,086	24,265,000	28,794,012
2025	124,825,000	38,803,111	25,820,000	27,267,743
2026	109,680,000	32,821,432	27,475,000	25,643,665
2027	119,940,000	27,469,183	29,235,000	23,915,488
2028	119,510,000	21,612,054	31,100,000	22,076,606
2029	92,930,000	16,073,491	41,425,000	20,120,416
2030	60,140,000	11,893,535	43,995,000	17,596,516
2031	41,350,000	9,040,665	58,135,000	14,915,274
2032	34,270,000	7,108,602	61,650,000	11,438,498
2033	27,170,000	5,528,143	22,965,000	7,750,357
2034	25,655,000	4,316,590	-	6,505,750
2035	15,145,000	3,168,240	44,345,000	6,505,750
2036	14,500,000	2,433,342	35,400,000	4,078,572
2037	11,720,000	1,817,529	22,425,000	2,122,367
2038	8,640,000	1,342,204	-	880,470
2039	6,045,000	982,636	-	880,470
2040	3,810,000	711,200	-	880,470
2041	3,990,000	532,800	20,250,000	880,470
2042	4,175,000	345,900	-	-
2043	3,005,000	150,250	-	-
	2,135,185,000	**688,752,582**	**579,605,000**	**418,873,360**

(1) Net of Build America Subsidies.
(2) Net of QECB Subsidy.
NOTE: U.S. Treasury subsidy receipts adjusted for 6.8% as sequestration reduction.

Tax Certificates		TOTAL		Total
Principal	Interest [2]	Principal	Interest	Debt Service
1,784,228	444,980	216,579,228	135,008,688	351,587,916
1,839,228	390,980	223,244,228	125,030,565	348,274,793
1,899,228	334,230	229,684,228	114,859,122	344,543,351
1,959,228	274,480	207,994,228	103,865,612	311,859,841
2,019,228	211,730	199,464,228	93,646,359	293,110,587
2,084,228	145,980	206,639,228	83,791,090	290,430,319
704,228	(103,825)	152,754,228	73,513,273	226,267,502
-	-	150,645,000	66,070,854	216,715,854
-	-	137,155,000	58,465,098	195,620,098
-	-	149,175,000	51,384,671	200,559,671
-	-	150,610,000	43,688,660	194,298,660
-	-	134,355,000	36,193,907	170,548,907
-	-	104,135,000	29,490,051	133,625,051
-	-	99,485,000	23,955,939	123,440,939
-	-	95,920,000	18,547,100	114,467,100
-	-	50,135,000	13,278,500	63,413,500
-	-	25,655,000	10,822,339	36,477,339
-	-	59,490,000	9,673,989	69,163,989
-	-	49,900,000	6,511,914	56,411,914
-	-	34,145,000	3,939,896	38,084,896
-	-	8,640,000	2,222,674	10,862,674
-	-	6,045,000	1,863,106	7,908,106
-	-	3,810,000	1,591,670	5,401,670
-	-	24,240,000	1,413,270	25,653,270
-	-	4,175,000	345,900	4,520,900
-	-	3,005,000	150,250	3,155,250
12,289,599	**1,698,555**	**2,727,079,599**	**1,109,324,497**	**3,836,404,096**

FY2018 ANNUAL FINANCING PLAN

The FY2018 Annual Financing Plan (AFP) is a projected schedule for the sale of City bonds, notes and other financings expected in FY2018. The AFP lists the projected amount of issuance, the timing of the sale, the security for the issue, the issue type (a new issue, redemption or refunding) and the method of sale.

In FY2018, four transactions are being planned (separate or combined) along with continued issuance under the City's commercial paper programs for a total ranging from $50 million to $2.6 billion. The uses for the proceeds from the debt issuances include pension obligations, capital improvements, equipment purchases, and cash flow needs. Included in the range provided above, are seven liquidity facilities with expiration dates in FY2018 that will need to be either renewed or replaced after a review of whether such liquidity is still needed.

As the name expresses, the AFP is a plan. The timing and amounts of the sales may vary, but the stated programs will generally be carried out within the parameters cited. The FY2018 AFP is outlined below.

Issue	City Component	Planned Issue Size ($ millions)	Timing of Sale	Security for Issue	Issue Type	Planned Method of Sale	Notes
POB	GO	1,000	TBD	Tax Revenue	New Money	Negotiated	
CP Refunding	HAS	100-300	Fall'18	System Revenues	Refunding	Negotiated	
CP Refunding	GO	50-200	Fall'18	Tax Revenue	Refunding	Negotiated	
CP Refunding	CUS	50-200	Spr'18	System Revenues	Refunding	Negotiated	
TRANS	GO	100-300	Spr '18	Tax Revenue	New	Competitive	

FY 2018 Liquidity Needs

Series	City Component	Size ($ millions)	Expiration Date	Purpose
H-2	GO	100	10/13/2017	CIP – Voter Authorized
G-2	GO	125	11/28/2017	CIP – Voter Authorized
2010	HAS	93.73	12/22/2017	CIP – Airport
B-3	CUS	75	1/16/2018	Water & Wastewater Capital Projects
G-1	GO	75	2/19/2018	CIP – Voter Authorized
2004B-6	CUS	78.33	4/3/2018	Water & Wastewater Capital Projects
2004B-3	CUS	75	4/3/2018	Water & Wastewater Capital Projects

Abbreviations

CEF – Convention & Entertainment Facilities
CP – Commercial Paper
CUS – Combined Utility System
GO – General Obligation
HAS – Houston Airport System
POB – Pension Obligation Bond
TRANS – Tax and Revenue Anticipation Notes

TAX INCREMENT REINVESTMENT ZONES

The City of Houston implements capital improvement projects through a financing mechanism called a Tax Increment Reinvestment Zone (TIRZ). TIRZs use tax increment revenue generated by increased value within the zone to promote development and redevelopment. As development occurs within each zone, the taxes generated by the increase in value attributable to those improvements, or "tax increment", are captured in separate funds set up for each TIRZ. These funds are then used to pay for approved project costs. For a majority of these TIRZs, the City has created a companion redevelopment authority (RDA) to implement the project and financing plan.

The City of Houston has created twenty-seven TIRZs; currently 25 TIRZs are actively led by the City.

- Each TIRZ is created by action of City Council pursuant to a project plan and reinvestment zone financing plan approved by City Council.
- Each TIRZ has a Board of Directors that is appointed by the Mayor and confirmed by City Council; the TIRZ Board is responsible for implementing the project plan approved by City Council.
- Each TIRZ has a termination date incorporated into the ordinance that created it. City Council can extend the term of each TIRZ.
- Each TIRZ Board prepares an annual budget that is submitted to City Council for approval.

The Mayor's Office of Economic Development coordinates the preparation and presentation of the budgets to City Council. These budgets are approved separately from the City's budget.

TIRZ/Authority	Created	Termination	Size (acres)
#1 / St. George Place RDA	12/12/1990	12/31/2045	1,054.60
#2 / Midtown RDA	12/14/1994	12/31/2040	914.83
#3 / Main St./Market Sq. RDA	12/13/1995	12/31/2043	653.61
#4 / Village Enclaves RDA	09/25/1996	12/31/2013	1,189.86
#5 / Memorial Heights RDA	12/18/1996	12/31/2029	1,455.72
#6 / Eastside RDA	01/15/1997	12/31/2027	769.98
#7 / OST/Almeda Corridors RDA	05/07/1997	12/31/2038	2,068.67
#8 / Gulfgate RDA	12/10/1997	12/31/2044	8,265.70
#9 / South Post Oak RDA	12/17/1997	12/31/2045	1,775.24
#10 / Lake Houston RDA	12/17/1997	12/31/2027	3,668.11
#11 / Greater Greenspoint RDA	08/26/1998	12/31/2037	3,396.75
#12 / City Park RDA	12/02/1998	12/31/2028	91.71
#13 / Old Sixth Ward RDA	12/22/1998	12/31/2028	249.54
#14 / Fourth Ward RDA	06/09/1999	12/31/2029	166.44
#15 / East Downtown RDA	07/07/1999	12/31/2040	387.01
#16 / Uptown RDA	07/07/1999	12/31/2040	2,758.21
#17 / Memorial City RDA	07/21/1999	12/31/2029	984.96
#18 / Fifth Ward RDA	07/21/1999	12/31/2040	887.31
#19 / Upper Kirby RDA	07/21/1999	12/31/2040	873.97
#20 / Southwest Houston RDA	12/15/1999	12/31/2029	4,402.91
#21 / Hardy Place RDA	12/17/2003	12/31/2033	333.00
#22 / Leland Woods RDA	12/23/2003	12/31/2033	80.33
#23 / Harrisburg TIRZ	10/25/2011	12/31/2040	1,460.85
#24 / Greater Houston TIRZ	12/18/2012	12/31/2042	7,742.83
#25 / Hiram Clarke/Fort Bend TIRZ	08/13/2013	12/31/2042	5,735.84
#26 / Sunnyside	11/16/2015	12/31/2045	3,151.82
#27 / Montrose	12/15/2015	12/31/2045	597.74

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GLOSSARY

ACCOUNT: An accounting unit established to record expenditures or revenues by detailed categories.

ACCOUNTING SYSTEM: The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity.

ACCRUAL BASIS: The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether or not cash disbursements are made at that time).

ACTIVITY: A specific unit of work or service performed (e.g., response to medical emergencies).

ACTIVITY INDICATOR: A quantitative measure of an activity, which assists in analyzing the effectiveness and efficiency of a budget activity unit or program. Indicators may include quality, productivity, or workload measures.

AD VALOREM PROPERTY TAX: General property taxes levied on the assessed valuation of real and personal property.

ADOPT-A-LOT PROGRAM: The Adopt-a-Lot Program provides funding for community groups to purchase tools and equipment to maintain public and privately owned vacant lots in target areas identified by the Neighborhood Protection Program, which have been neglected by the property owners.

ADVANCE REFUNDING: A refunding under the federal tax code in which the refunded obligation is not redeemed for a period of more than 90 days after the issuance of the refunding issue.

AMERICANS WITH DISABILITIES ACT (ADA): Legislation passed in 1990 that prohibits discrimination against people with disabilities. Under this Act, discrimination against a disabled person is illegal in employment, transportation, public accommodations, communications, and government activities.

ANNEXATION: A process by which a city adds land to its jurisdiction. The City then extends its services, laws, and voting privileges to meet the needs of residents living in the annexed area.

APPROPRIATION: An authorization by City Council, which permits officials to incur obligations and expend City resources. Appropriations are usually made for fixed amounts which extend for a fiscal year. Appropriations for capital improvement projects, however, extend until completion which usually extends beyond the current fiscal year.

APPROPRIATION ORDINANCE: The official enactment by City Council establishing the legal authority for City officials to obligate and expend City resources.

ARBITRAGE: Classically, the simultaneous purchase and sale of the same or an equivalent security to profit from price discrepancies. In government finance, the most common occurrence of arbitrage involves the investment of bond proceeds in an investment that yields a higher interest rate, resulting in interest revenue in excess of interest costs.

ASSESSED VALUATION: The value placed upon real and personal property by the chief appraiser of the appraisal district as the basis for levying property taxes.

ASSET RENEWAL AND REPLACEMENT: Cyclic repair and replacement of an asset's components [e.g., roofs, electrical systems, heating, ventilation, and air conditioning (HVAC) equipment, paving, replacement vehicles, computer servers, computer networks, and telephony systems] that extends the useful life and/or retains the usable condition of facilities, fleet, and systems not normally contained in the annual operating budget. Included are major building and infrastructure systems and components that have a maintenance cycle in excess of one year.

ASSETS: Property with monetary value owned by the City that can be converted to cash.

AUDIT: A systematic examination of resource utilization concluding in a written report. It is a test of management's internal accounting controls and is intended to accomplish some or all of the following:

- ascertain whether financial statements fairly represent financial positions and results of operations;
- test whether transactions have been legally performed;
- ascertain whether transactions have been recorded accurately and consistently;
- ascertain the stewardship of officials responsible for governmental resources; and
- identify areas for possible improvements in accounting practices and procedures.

BALANCE SHEET: A statement purporting to present the financial position of an entity by disclosing the value of its assets, liabilities, and equities as of a specified date.

BALANCED BUDGET: Budget in which revenues and other resources will be sufficient to support expenditures or uses within the fiscal year.

BASE LAYER: A set of data that other data layers and attributes are referenced to or associated with. Example: A road has three base layers, a right-of-way, a certain type of surface/paving material, and a certain number of lanes.

BASIS: Figure or value that is the starting point in computing gain or loss, depreciation, depletion, and amortization. For example, in an asset sale, gain in proceeds minus basis, where basis is the amount on which depreciation is calculated.

BFA: Budget and Fiscal Affairs Committee of City Council.

BOND: A municipality will issue this debt instrument and agree to repay the face amount of the bond on the designated maturity date. Bonds are primarily used to finance capital projects.

- General Obligation (GO) Bond: This type of bond is secured by the full faith, credit, and taxing power of the municipality.
- Revenue Bond: This type of bond is secured by the revenues from a specific source such as water revenues.

BUDGET: A plan of financial operations including an estimate of proposed expenditures and revenues for a fiscal period. The budget establishes funding levels for continuing service programs, operation and maintenance of public facilities, and principal and interest payments on bonded indebtedness. Recurring replacement of capital outlay and minor new capital outlay items are included.

BUDGET CALENDAR: The schedule of key dates or milestones, which the City follows in the preparation and adoption of the budget.

BUDGET DOCUMENT: The document used by the authority responsible for preparing the budget to present a comprehensive financial program to City Council or another legislative body.

BUDGET AMENDMENT: Transfer of unencumbered appropriation balance or any portion within a department office or agency to another. Budget Amendments can be made to the annual budget ordinance by the vote of the Mayor and City Council, or through a separate ordinance submitted to City Council.

BUDGET ORDINANCE: An ordinance considered and adopted by City Council to formally enact the annual operating budget for a fiscal year.

BUDGET STABILIZATION FUND formerly called the "Rainy Day Fund": Cash reserves available for any lawful use in the event of an emergency including temporary cash flow shortages, major disasters, economic instability, and other emergencies as determined by the City. A temporary cash flow shortage is a period of time where cash inflows are not sufficient to cover required outflows, even after the normal means for managing cash flow have been exhausted. Major disasters are any natural catastrophe including, but not limited to, hurricanes, tornados, floods, severe drought, explosions, chemical or biological threats, or acts of terrorism. Economic instability is an unforeseen, unbudgeted dire financial situation affecting revenue and/or government spending such as declining property and sales tax revenues over the prior fiscal year and/or a very significant, rapid increase in inflation. Other emergencies are any unusual occasion or instance, unforeseen and/or unanticipated, for which the City expends funds in its efforts to save lives and to protect property, public health and safety or to lessen or avert the threat of catastrophe or major disaster.

BUDGET UNITS: The basic building blocks of the department budget requests; the principal subdivision of a department's activities for budget preparation.

BUDGETED FUNDS: Funds that are planned for certain uses but have not been formally or legally appropriated by City Council. The budget document that is submitted for Council approval is composed of budgeted operating funds.

BUSINESS AREA: An organizational unit of financial accounting that represents a separate area of operations or responsibilities within an organization and to which value changes recorded in Financial Accounting can be allocated.

CAD SYSTEM: Computerized Aided Dispatch System (Police and Fire Department). A Computer Aided Dispatch (CAD) System, which performs the decision-making process which allows the Dispatcher to perform the functions required in a more expedient manner. The Computer Aided Dispatch system records incident details and updates, prioritizes events, and identifies the most appropriate units to respond to each incident.

CAFR: The Comprehensive Annual Financial Report. Official annual report of a government. In addition to a combined, combining (assembling of data for all funds within a type) and individual balance sheet, the following are also presented as appropriate: (1) statement of revenues, expenditures, and changes in fund balance (all funds); (2) statement of revenues, expenditures, changes in fund balance, budget and actual (for general and special revenue funds); (3) statement of revenues, expenses, and changes in retained earnings (for proprietary funds); and (4) statement of changes in financial position (for proprietary funds).

CAPITAL EXPENDITURES: An amount spent to acquire or upgrade productive assets (such as buildings, machinery and equipment, vehicles) in order to increase the capacity or efficiency of a company.

CAPITAL IMPROVEMENT PLAN (CIP): Five-year plan for capital improvement projects detailing the schedule for design, land acquisition, and construction. Funding sources for the projects are also identified.

CAPITAL IMPROVEMENT PROJECT: An investment in the infrastructure or physical plant of the City. Examples include streets and drainage facility construction, fire stations, and major reconstruction or repair of buildings.

CAPITAL OUTLAY: Expenditures for the acquisition of capital assets. Includes the cost of land, buildings, permanent improvements, machinery, large tools, and rolling and stationary equipment.

CAPITAL PROGRAM: A group of capital projects classified according to common purpose and common funding sources.

CAPITAL PROJECT: Any substantial nonrecurring physical improvement with a 15-to-20 year life expectancy. This includes land purchases, new facilities, initial equipment purchases to furnish new facilities, and all related planning, engineering, and architectural design.

CAPS: City Accreditation Program for Supervisors.

CARRY-OVER BALANCE: Balances in each fund at the end of the fiscal year that will be the beginning fund balances of the next fiscal year. Generally this includes savings (total expenditures that are less than appropriations), canceled encumbrances (contracts completed for less than the encumbered amount), and actual revenues which exceed estimates.

CARRY-OVER EXPENDITURES: Expenditures budgeted and encumbered in one fiscal year for materials, equipment, etc., but not spent until the following fiscal year. These expenditures are re-encumbered at the beginning of the new fiscal year. Therefore, these expenditures must be "carried over," i.e., re-budgeted in the new fiscal year to provide funds when the goods are delivered.

CASH BASIS: The method of accounting in which revenues are recorded when received in cash and expenditures are recorded when actually paid.

CASE MANAGEMENT SYSTEM: An integrated computer system that will network with various systems within several departments such as the Police Department, Municipal Courts Department and the Legal Department to bring about a paperless work environment.

CDBG: Community Development Block Grant. The creation of several grants to replace categorical grant programs, reducing the role of the federal government, and reducing administrative costs by consolidating fifty-seven categorical programs into several block grants.

CERTIFICATES OF OBLIGATION: Debt sold for the purchase of major capital outlay, building demolition, and infrastructure improvements. Property tax and mixed beverage tax receipts are pledged for repayment of principal and interest.

CHAPTER 380 AGREEMENTS: An Economic Development Program established pursuant to Chapter 380 of the Texas Local Government Code and City Ordinance 99-674 that allow the City to grant performance based incentives to promote economic development and to stimulate business and commercial development.

CHART OF ACCOUNTS: Standard classifications by which all financial transactions are recorded and summarized for budgetary and reporting purposes. Revenue and expenditures are classified according to responsible department or division, expenditure or revenue type, and asset or liability (or balance sheet) type.

CLAIMS LAG LIABILITY: An estimate of the value of health insurance claims costs that have not been received and reported at a given time. This lag is caused by delays in billings by doctors and hospitals and by payment requests by health plan participants. This is also sometimes called IBNR (Incurred But Not Reported).

CLEAN NEIGHBORHOOD PROGRAM: Administered by the Solid Waste Management Department. The goal of this program is to make Houston the cleanest large city in the nation.

CLEARANCE RATE: A comparison of the number of cases solved to the actual number of incidents reported to the police and fire departments.

COHGIS: City of Houston Geographic Information System is a database used to capture, store and update geographic data and attributes related to the data. COHGIS is used to analyze, manipulate, and display the data in map or report form.

COMBINED UTILITY SYSTEM: The Combined Utility System is composed of three separate funds: the Water and Sewer System Operating Fund, the Combined Utility System Operating Fund, and the Combined Utility System General Purpose Fund.

COMMERCIAL PAPER (TAX-EXEMPT): Issued by various municipalities as an interim funding tool for capital expenditures. A promissory note secured by pledged revenues and a revolving credit agreement. Maturities range from 1 to 270 days.

COMMITMENT ITEM: Reflect the functional structure of an organization, individual revenues, and expenditure line items within a financial management area.

COMMITMENT ITEM GROUP: A group of commitment items for the purpose of evaluation, such as Personnel, Supplies, etc.

COMPONENT UNITS: As defined by the Governmental Accounting Standards Board (GASB), component units are legally separate organizations that the City must include as part of its financial reporting entity for fair presentation.

CONTINGENCY: A budgetary reserve usually set aside for emergencies or unforeseen expenditures not otherwise budgeted. A contingency may also be set for a program or service for which the exact costs are not determined.

CONTRACTS: Agreements between the City and vendors covering the purchase of supplies or services.

CONTRACTUAL SERVICES: Expenditure items for services the City receives from an internal service fund or an outside company or governmental agency. Utilities and rent are examples of contractual services.

COST ALLOCATION PLAN: Based on cost accounting principles, costs incurred by General Fund central services departments (e.g. Legal, Human Resources, Finance and Administration) are calculated and allocated to funds that benefit from the services. Costs allocated are from audited, actual expenditures. However, allocations may be performed on a budget basis also. There are two types of cost allocation plans: full cost and OMB-A87 (Office of Management and Budget). The OMB-A87 plan is implemented according to restrictive federal guidelines. The full cost plan generally recovers additional costs not allowed under the Office of Management and Budget (OMB-A87) plan.

COST CENTER: An organizational unit within a controlling area that represents a defined location of cost incurrence.

COST CENTER GROUP: Hierarchical grouping of cost centers created to facilitate data entry and reporting.

COST CENTER OBJECTIVE: A responsibility center in which the manager has the authority to incur costs and is evaluated on the basis of how well costs are controlled.

CURRENT REFUNDING: Refunding transaction where the refunded obligation will mature or be redeemed within 90 days from the date of issuance of the refunding issue.

CURRENT REPLACEMENT VALUE: The standard industry cost and/or engineering estimate of materials, supplies, and labor required to replace a facility or item of equipment at its existing size and functional capability, and to meet applicable regulatory codes. When estimating Current Replacement Value, it should be assumed that code-compliant materials and systems will be used to replace the existing asset. Current Replacement Value is to be estimated for reconstructing an asset as it currently exists, without further modifications or improvements.

DEBT SERVICE: Principal and interest payments on outstanding bonds. The series of payments of interest and principal required on a debt over a given period of time to repay an outstanding debt on an obligation resulting from the issuance of bonds, certificates of obligation notes or other debt.

DEBT SERVICE FUND: A governmental fund established to repay principal and interest on outstanding debt.

DEMAND BONDS: Debt issuances with a demand ("put") provision that requires the issuer to repurchase the bonds upon notice from the bondholder at a price equal to the principal plus accrued interest. To ensure their ability to redeem the bonds, issuers of demand bonds frequently enter into standby purchase agreements and purchase and re-marketing agreements.

DEPARTMENT: A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area.

DEVELOPER ADVANCES: Initial investment provided by developers for tax increment reinvestment zone improvements before "tax increment" is generated.

EFFECTIVE TAX RATE (ETR): The tax rate that produces the same tax levy as the previous year's levy for property taxed both years, excluding new construction. The calculation of the ETR follows a formula, stipulated by State law, that factors in changes in tax value, exemptions and debt service requirements. Increases above the effective tax rate that exceed three percent and eight percent require special public notices and City Council action.

E-GOVERNMENT: The Internet has made it possible for government to provide services electronically on a seven-day-a-week, twenty-four-hour basis or non-stop government. Government services like permits, paying water bills, and paying traffic or parking fines can be done over the Internet. In the future, the City may expand these services to include other services like purchasing and courts case management.

ELA: Enterprise License Agreement. A software site license that is issued to a large company. It typically allows unlimited use of the program throughout the organization, although there may be restrictions and limitations. It always foregoes the need to register the software each time it is installed on another computer; however, there may be a master password that is required to activate each copy.

EMS: Emergency Medical Service. The EMS program is integrated into and administered through Houston Fire Department (HFD). As a result, all EMS personnel are also fire fighters experienced in emergency rescue, extrication, and the suppression and confinement of hazardous materials.

ENCUMBRANCES: Obligations in the form of purchase orders, contracts or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when an actual liability is released.

ENTERPRISE FUND: A fund established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services, which are entirely or predominantly self-supporting by user charges. This type of fund uses the accrual basis of accounting. The City has three enterprise funds: Aviation, Public Utilities, and Convention and Entertainment Facilities. These funds are also known as proprietary funds.

ENTRY AGE NORMAL ACTUARIAL COST METHOD also called ENTRY AGE ACTUARIAL COST METHOD: A method which actuarial present value of the projected benefits of each individual included in an actuarial valuation is allocated on a level basis over the earnings or service of the individual between entry age and assumed exit age(s). The portion of this actuarial present value allocated to a valuation year is called the normal cost. The portion of this actuarial present value not provided for at a valuation date by the actuarial present value of future normal costs is called the actuarial accrued liability. Under this method, the actuarial gains (losses) are reflected as they occur in a decrease (increase) in the unfunded actuarial accrued liability.

EPA: Environmental Protection Agency. An agency of the federal government charged with a variety of responsibilities relating to protection of the quality of the natural environment, including research and monitoring, promulgation of standards for air and water quality, and control of the introduction of pesticides and other hazardous materials into the environment.

EQUAL EMPLOYMENT OPPORTUNITY (EEO): An independent federal agency created under the Civil Rights Act of 1964, as amended, to police a program (Equal Employment Opportunity) to eliminate discrimination in employment based on race, color, age, sex, national origin, religion, or mental or physical disability.

EQUIPMENT ACQUISITION CONSOLIDATED FUND: The Equipment Acquisition Consolidated Fund supports the acquisition of durable capital assets for all General Fund departments and selected Special Revenue Funds. Historically, funding has come from issuing Commercial Paper for the purchase of such capital assets. In FY2008, a transition began where the cost for capital assets were transferred to the respective departments who are now responsible for the respective debt service. Funding will still come from the issuance of Commercial Paper and other sources. This fund is administered by the Finance Department.

EQUIPMENT ACQUISITION PROGRAM: A program used by the City as an alternative to acquiring capital equipment through cash purchase. This program is financed by certificates of obligation/commercial paper to procure major capital outlay items such as automobiles, trucks, tractors, and computer equipment.

EQUITY PAY ADJUSTMENT: Changes in the rate of compensation for similar positions in a class based on the following: evidence of high levels of employee turnover; disparities between similar jobs within or outside the organization; and/or pay differences among individuals with the same job that are not based on experience or education.

ERP: Enterprise Resource Planning. ERP utilizes ERP software applications to improve the performance of organizations' resource planning, management control, and operational control. ERP software is multi-module application software that integrates activities across functional departments, from product planning, parts purchasing, inventory control, and product distribution to order tracking. ERP software may include application modules for the finance, accounting and human resources aspects of a business.

ESRI: Environmental Systems Research Institute. International supplier of Geographic Information System (GIS) software, web GIS and geodatabase management applications.

ESTIMATE: Annualized projections of either revenues or expenditures.

ETJ: Extra-Territorial Jurisdiction. Extra Territorial Jurisdiction gives a municipality the right to apply its zoning and sub-division ordinances to nearby properties that are not within the municipality and not incorporated in another municipality.

ETL: Extract Transform Load. Technology used to load data into an information technology system.

EXPENDITURES: Costs of goods received or services rendered that are recorded in the accounting system. Accounts are kept on an accrual or modified accrual basis and expenditures are recognized whether or not cash payments have been made. Where accounts are kept on a cash basis they are recognized only when cash payments have been made.

EXTRA BOARD ASSIGNMENT: An optional work assignment, which constitutes hours, worked in excess of the fire fighter's regular work hours, but less than 182 hours worked within any 24-day work cycle.

FIDUCIARY FUNDS: This category of funds includes Trust and Agency funds that account for assets held by a government as a trustee or agent. Examples of this fund include pension and benefit funds. These funds, depending on their use, can either be on an accrual or modified accrual basis of accounting.

FINANCE WORKING GROUP: Composed of the Mayor and City Controller (as used in connection with the activities of the Finance Working Group, other than the chairing of Finance Working Group meetings, the term "Mayor" or "City Controller" includes the designee of such office holder who may only be a City employee accountable to the designating office holder) and, upon the request of either the Mayor or City Controller, may also include:

- City Attorney or designees
- Finance Director or designees
- Other appropriate department directors or their designees
- Financial Advisor
- Bond Counsel
- Independent Auditor
- Any member of City Council interested in attending, or designee
- Others deemed necessary for the individual financing

FINANCIAL ADVISOR: With respect to a new issue of municipal securities, commonly refers to an individual or firm that advises the issuer or other obligated person on matters pertinent to the issue, such as structure, timing, and marketing, fairness of pricing, terms and bond ratings. A financial advisor may also be employed to provide advice on subjects unrelated to a new issue of municipal securities, such as advising on cash flow and investment matters in connection with outstanding municipal securities.

FISCAL NOTE: Brief, high-level written estimate of the budgetary and fiscal impacts that may result from implementation of an ordinance, motion or resolution.

FISCAL YEAR: A twelve-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. The City of Houston's fiscal year is from July 1 to June 30.

FIXED RATE OBLIGATION: Debt which bears interest at a fixed rate.

FRANCHISE FEES: A fee levied by the City Council on businesses that use the City's right-of-way to deliver services. This fee is usually charged as a percentage of gross receipts.

FULL FAITH AND CREDIT: A pledge of the general taxing power for payment of debt obligations. Bonds carrying such pledges are referred to as general obligation bonds or full-faith-and-credit bonds.

FULL-TIME EQUIVALENT (FTE): Total estimated annual person-hours for all employees expected to fill positions within an organization for all or a portion of a year divided by 2,088. The annual paid hours for a full-time employee working 26.1 pay periods are 2,088, including holidays, vacation, and sick leave. For example, a seasonal employee who works for eight pay periods (approximately four months) would have an FTE of .31 (8pp x 80 hours/2,088). Other terms synonymous with FTE include worker year, staff year, or man year.

FUND: An independent fiscal and accounting entity with a self-balancing set of accounts for recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying out specific activities or attaining certain objectives.

FUND BALANCE: Difference between fund assets and fund liabilities, also known as equity (for enterprise funds, fund balance is referred to as "Net Position" in line with GASB - Governmental Accounting Standards Board rules).

GAAP: Generally Accepted Accounting Principles. Uniform minimum standards and guidelines used for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local government is the GASB (Governmental Accounting Standards Board).

GFOA: Government Finance Officers Association. It is a professional association of approximately 17,500 state, provincial, and local government finance officers in the Unites States and Canada that awards the Distinguished Budget Presentation Award.

GENERAL FUND: The largest fund within the City. It was established to finance and account for the general receipts and expenditures and is operated under a modified accrual basis. This fund may be used for any legitimate municipal purpose. The sources of revenues for this fund include property and sales taxes, licenses and permits, fines, fees, and others. This fund is used for most basic operating services such as public safety, human and cultural services, parks and recreation, public works, and general government administration.

GENERAL OBLIGATION BONDS: A municipal bond backed by the credit and "taxing power" of the issuing jurisdiction rather than the revenue from a given project.

GIMS: Geographic Information Management System. A computerized map of the water, wastewater and storm water infrastructure systems, whereby the intelligence of the software provides answers to queries about the various systems.

GOVERNMENTAL FUND: A category of funds that include General, Special Revenue, Capital Projects, and Debt Service funds. Usually under the modified accrual basis of accounting these funds account for the customary governmental activities.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD – STATEMENT 34 (GASB 34): A governmental accounting standard board statement that requires two financial statements of governmental funds: a balance sheet and a statement of revenues, expenditures, and changes in fund balances. In addition, Management's Discussion and Analysis (MD&A) is required. Funds have been redefined and account groups have been eliminated. Major funds will be reported instead of fund types.

GRANT: Contribution by one government unit of funding source to another. The contribution is usually made to aid in the support of a specified function, i.e., library materials, drug enforcement, etc.

GREEN LIGHTS PROGRAM: A program that promotes energy efficiency and reduction of energy consumption, resulting in lower energy costs.

HALAN: Houston Area Library Automated Network. A customer-service computer network that serves seven public libraries and one community college library in the Houston area.

HAWC: Houston Area Water Corporation. The Houston Area Water Corporation was created under Chapter 431 Transportation Code to aid and assist the City of Houston in establishing Houston's regional groundwater reduction plan for Area Three of the Harris-Galveston Coastal Subsidence District.

HAZCOM: Hazardous Communication Act. A communication program that requires information about the hazards of chemicals used in the workplace is communicated to the employees.

HEALTH BENEFITS FUND: A fund established to account for the City's employee health, dental and life insurance programs. Through assessment to other funds based on payroll, this fund receives revenues which defray claims costs of the City's medical plans and life and dental insurance. Employees and retirees also contribute based on the cost of the insurance plan or HMO (Health Management Organization) in which they are enrolled. This fund includes costs for employees who handle the administrative activity and manage the third party administrative contract.

HCAD: Harris County Appraisal District.

HISTORIC PRESERVATION FUND: Provides seed funding, the involvement of the private sector and the local funding agencies in developing historic preservation programs.

HOUSTON CIVIC EVENTS FUND: This fund was created to produce and permit events that enhance the image of the city and highlight Houston's diverse culture.

IBNR: Incurred But Not Reported is a measurement of the value of outstanding claims costs that have not been received and reported.

INCEPTION-TO-DATE: The period during which financial activity has occurred for a multi-year capital project or grant. Such period begins with the initial authorization of funding by City Council which only rarely coincides with the beginning of the City's fiscal year, July 1.

INDUSTRIAL ASSESSMENT: The industrial assessment's end product is a final report that identifies recommendations of potential energy and energy-related cost-saving measures as well as productivity improvements. The report also estimates the conceptual costs to implement the findings. The list of Energy Conservation Measures (ECMs), which include productivity improvements, will be prioritized in an action plan for the site to consider for implementation.

INTERFUND TRANSFERS: Transfers of resources from one fund to another, usually for the reimbursement of services provided or for debt service or capital outlay funds.

INTERGOVERNMENTAL REVENUE: Funds received from federal, state and other local government sources in the form of grants, shared revenues and payment in lieu of taxes.

INTERIM FINANCIAL REPORTING: For the City of Houston, this term means monthly financial reports.

INTERNAL SERVICE FUND: Internal Service Funds are established for the purpose of providing services to City departments on a cost-reimbursement basis. Services provided by personnel in this fund type are charged to the department receiving the services. The Internal Service Funds section includes Health Benefits and Long-Term Disability in FY2016.

IP TELEPHONY: IP Telephony is an abbreviated form of the phrase Internet Protocol Telephony. IP Telephony is a technology term that refers to the combining of the use of voice and data communication lines into a single communication network. Instead of voice and data communications using two separate mediums, the technology consolidates to use one communications network.

ISO: International Organization for Standardization.

JUDGMENT: An amount to be paid or collected by a government as the result of a court decision, including a condemnation award in payment for private property taken for public use.

JUDGMENT BONDS: Bonds issued to finance legal judgments.

JUDGMENT PAYABLE: The liability incurred as the result of a legal judgment.

LARA: Land Assemblage Redevelopment Authority. The Land Assemblage Redevelopment Authority (LARA) is a 13-member board appointed by the Mayor, City Council, Harris County, and the Houston Independent School District. The LARA Authority is organized for the purpose of aiding, assisting, and acting on behalf of the City in the performance of its governmental functions to promote the common good and general welfare of the City and in undertaking and completing one or more projects, as may be defined or determined by the City Council of the City.

LEPC: The Local Emergency Planning Committee is composed of representatives of various Police, Fire, EMS (Emergency Medical Service), Hospitals, Public Health, Private Industry, Red Cross, Salvation Army, Military, Coast Guard, Colleges, private ambulance services, Offices of Emergency Management, and the Public. They do not function in actual emergency situations, but attempt to identify and catalogue potential hazards, identify available resources, mitigate hazards when feasible, and write emergency plans. The role of the LEPC is to anticipate and plan the initial response for foreseeable disasters in their jurisdiction.

LGC: Local Government Corporation. A corporate entity formed by a municipality or county to act on behalf of the government.

LIABILITY: Debt or other legal obligation arising out of a transaction in the past, which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

LIMITED PURPOSE ANNEXATION: A Strategic Partnership Agreement with local utility districts. The City may annex properties within the district for "limited purposes". Within these areas, the City levies a 1% sale tax, which is typically split with the utility district. Further, the City collects no ad valium taxes and provides limited services and in most cases the City provides only health inspection services. Another condition of the Agreement is a deferral of "full purpose" annexation for a period of thirty years.

LIP: Leadership Institute Program. A 20-week course for front-line supervisors, middle managers and executive managers designed to provide training, develop effective communication skills, and present issues future leaders could face as managers.

LONG-TERM DEBT: Debt with a maturity date beyond one year after the date of issuance.

M & O: Maintenance and Operation.

MAGNET SCHOOL: A school (public elementary school, public secondary school, public elementary education center, or public secondary education center) of choice that provides the standard required curriculum of general education to students while using special learning themes, such as science and technology. These themes serve to attract students to the magnet schools.

MAINTENANCE RENEWAL AND REPLACEMENT FUND (MRR): This fund is to provide funds needed to maintain and replace systems in buildings and assets as well as to protect the City of Houston's (City) investments.

MAJOR RENOVATION: Projects for the substantial rehabilitation or replacement of more than one building or building systems.

MATURITY: The date on which the principal or stated value of investments or debt obligations is due and may be reclaimed.

MDT: Mobile Data Terminal.

MEET & CONFER AGREEMENT: The statutorily created process and procedure that allows for election of a majority bargaining agent that has sole and exclusive authority to negotiate with a public employer concerning wages, salaries, rates of pay, hours, working conditions, grievance, labor disputes, other terms and conditions of employment, and other administrative matters of interest to police officers and municipal employees at the City of Houston.

METRO: Metropolitan Transit Authority (MTA). A local transit authority in the Houston area that operates bus, light rail, future commuter rail, and METROLIFT (paratransit) service.

MISSION: A specific task or duty assigned to a person or group of people.

MODIFIED ACCRUAL BASIS: The method of accounting under which revenues are recorded when measurable and available and expenditures are recorded when the transaction is measurable, the liability is incurred and current resources will liquidate the liability.

MOTION: An order or decision of City Council, which is less formal than an ordinance. Motions are used to accept work on construction, issue purchase orders, and appoint members to a board or commission.

MSC: Multi-Service Center.

MUD: Municipal Utility District.

MWDBE: Minority/Women/Disadvantaged Business Enterprise.

NEIGHBORHOOD ORIENTED GOVERNMENT (NOG): A philosophy and/or concept about the delivery of City services. The goal is to make City services more accessible to the people by engaging them in a meaningful way to identify and solve problems in the neighborhoods.

NEIGHBORHOODS-TO-STANDARD: A neighborhood improvement program that brings together a conglomerate of entities, such as local utility companies, local transportation agencies and any other entity that works in conjunction with the City of Houston to revitalize and stabilize older neighborhoods.

NON-RECURRING EXPENDITURES: Expenditures not expected to be funded each year. Examples include one-time transfers and one-time purchases.

NON-RECURRING REVENUES: Revenues that cannot be relied upon in future budget periods. Examples include, but are not limited to, Fund Balance, the sale of land (other than City rights-of-way), infrequent, irregular sales of City assets, bond refunding savings, infrequent, irregular revenues from development agreements, interlocal agreements, other contracts, short-term grants and one-time transfers, such as litigation settlements or non-routine transfers of fund balance from other funds.

OBJECTIVE: A clear statement of a desirable accomplishment within a short-term time span, which represents an interim step or measured progress toward a goal.

OPEB: Other Post-Employment Benefits.

OPERATING BUDGET: Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and services delivery activities of the City are controlled, and is required by state law.

OPERATING EXPENDITURE: An ongoing cost for running a product, business, or system. May also include the cost of workers and facility expenses such as rent and utilities.

OPERATING FUNDS: Resources are derived from recurring revenue sources and used to finance on-going operating expenditures and pay-as-you-go capital projects.

OPERATING MAINTENANCE: Preventive maintenance, where equipment, vehicles, and computer hardware are maintained *before* breakdown occurs in an attempt to avoid failures, and corrective maintenance, where equipment, vehicles, and computer hardware are maintained after breakdown occurs to bring it back to working order.

ORDINANCE: A formal written document signed by the Mayor. An ordinance is the equivalent of a municipal statute, passed by the City Council, or equivalent body, and governing matters not already covered by federal or state law. Ordinances commonly govern matters of municipalities such as zoning, building, safety, etc. Ordinances are used to award contracts, appropriate funds, establish tax abatement districts, amend or add new materials to the Code of Ordinances, or revise anything already done by ordinance.

PAID TIME OFF (PTO): A leave program governing police officers' use of sick and vacation time that became effective in September 2001.

PARKS-TO-STANDARD: A parks improvement program that brings currently developed parks up to a uniform condition, including typical amenities, security, safety, and accessibility. The program also develops and implements standards for programming design and construction; commonly used materials and equipment; compliance with state and national mandates, compliance with the American with Disabilities Act (ADA); and hazardous material abatement.

PAY FOR PERFORMANCE: A performance-based program for municipal employees. Under the program, employees are eligible for a performance-based increase.

PAYGO CAPITAL EXPENDITURES: "Pay-As-You-Go" Capital funding is the process of paying for capital expenditures at the time the cost is incurred instead of using credit or debt for the purchase. PAYGO expenditures at the City are those capital expenditures that were historically funded by credit or debt and are now paid for with cash.

PERFORMANCE BASED BUDGETING: A budgeting method focusing on program accomplishments in addition to program costs.

PERFORMANCE MEASURE: A unit of measure for determining a program's effectiveness in achieving its objectives.

PERSONNEL ORDINANCE: A City ordinance that defines the maximum number and type of authorized employee positions.

PERSONNEL ROSTER: A list of positions by type and number, which sets an upper limit on the number of employees that, can be on the current payroll or in the process of being hired. All rostered positions must first appear on the Personnel Ordinance.

PERSONNEL SERVICES: The costs associated with compensating employees for their labor (e.g., salaries, wages, insurance, payroll taxes, and retirement contributions).

PHASE DOWN PROGRAM: A program that provides an option to the current lump sum cash distribution of sick, vacation and compensatory time leave balances by allowing police officers to take leave and extend the payment of their accrued Paid Time Off (PTO) and compensatory accounts over a period of time up to and including their total leave balances.

PRIME ACCOUNTS: Accounts established to record expenditures or revenues by major categories.

PRIORITIES: Established preferences in the allocation of resources and services.

PROGRAM: A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the City is responsible.

PROGRAMMATIC BUDGETING: A budgeting method focusing on outputs relating to proposed expenditures grouped into programs, which identify goals and objectives to be accomplished if the program is funded.

PROJECT COST RECOVERY: A revolving fund used to pay the costs of department employees who directly and indirectly work on CIP-related projects. These costs are then recovered from the appropriate CIP project fund.

PROMPT PAYMENT ACT: Act 1993, 73rd Texas State Legislature, ch. 268 effective September 1, 1993 requires that local governments make every effort to pay vendors within 30 days after the receipt of invoice, receipt of goods or performance of service. Any payment made after 30 days is considered overdue and an interest penalty of 1% per month of the payment amount shall be imposed. This penalty is to be paid automatically without the vendor requesting payment.

PROPOSITION 1: Charter Amendment approved by voters in November 2004, which limits the growth of Property Tax revenue to the lower of the increase in population and CPI, or 4.5%.

PROPRIETARY FUNDS: A category of funds that include Public Works and Engineering - Public Utilities, Aviation, and Convention and Entertainment Facilities activities. These activities have characteristics (i.e., self-supporting through user fees and charges) similar to private sector entities. These funds are accounted for using the full accrual basis of accounting. These funds are also known as enterprise funds.

PUBLIC IMPROVEMENT BONDS (PIBs): Long-term debt issued to finance the capital improvement projects. Also known as general obligation bonds, these bonds are repaid with property tax receipts.

QUINT: A term used to describe a fire vehicle that has the basic capabilities of both an engine and ladder company. It is equipped with a 500-gallon water tank, 1,500 GPM pump, and storage space for supply/attack hose replicating an engine company. It also has a 75-100 foot aerial ladder, hydraulic extrication tools, and an assortment of ladder truck equipment/tools.

QC/QA: Quality Control/Quality Assurance.

RATING: The credit-worthiness of the City as evaluated by independent agencies. The ratings are performed by Standard and Poor's, Fitch, and Moody's Investors Service, usually before the sale of debt.

RECURRING EXPENDITURES: Expenditures expected to be funded each year in order to maintain current/status quo service levels. Recurring Expenditures appear in the budget each year. Examples include salaries, benefits, supplies and services, debt and recurring pass-through expenditures; long-term contractual obligations should also be considered, including availability payments related to participation in a public-private partnership. Other expenditures including, but not limited to, supplies, services, and transfers are recurring to the extent that expenditure levels in the current year match the expenditure levels in the previous year. For example, if computer supplies to support operations are needed every year and budgeted every year, this expenditure is considered recurring.

RECURRING REVENUES: Revenues expected to continue year to year with a reasonable degree of predictability. Examples include property taxes, sales taxes, licenses and permits, charges for services, fines and forfeits, franchise fees, and recurring pass-through revenues. Small routine right-of-way sales are also considered Recurring Revenues, but all other land sales are Non-Recurring (one-time) Revenues. This does not include Fund Balance.

RECYCLING EXPANSION FUND: Created to receive funds to be used for the expansion and implementation of the City's Recycling Programs and related services (i.e., equipment and materials acquisition and recycling education).

RESERVE: An account used to indicate that a portion of fund equity is legally restricted for a specific purpose.

RESOLUTION: A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality that an ordinance or statue.

RESOURCES: Total dollars available for appropriation including estimated revenues, fund transfers and beginning fund balances.

REVENUE: An increase in (sources of) fund financial resources other than from interfund transfers and debt issue proceeds. Revenues should be classified by fund and source.

REVENUE BOND: Legal debt instruments which finance public projects for such services as water or sewer. Revenues from the public project are pledged to pay principal and interest of the bonds. In Texas, revenue bonds may or may not be authorized by public referenda.

REVENUE ESTIMATE: A formal estimate of how much revenue will be earned from a specific revenue source for some future period, typically, a future fiscal year, or an end-of-year estimate.

REVOLVING FUND: A special type of fund established to promote improved financial reporting and administrative convenience. The City has six revolving funds: Central Services, In-House Renovation, Fleet Maintenance, Property and Casualty, and Workers Compensation. For annual comprehensive financial reporting purposes, funds of this type are considered sub-funds of the General Fund.

RISK MANAGEMENT FUND: To account for the operation of a self-insured retention fund for health services for all City employees and that relate to workers' compensation claims. Claims are primarily administered by an outside agency.

ROW: Right-of-Way.

SAP: Systems, Applications, and Products in Data Processing. The integrated financial purchasing, human resources and payroll system implemented in fiscal year 2007 as the City's financial system for all expenditures and revenues. SAP accesses and unifies data from a full spectrum of enterprise resources, including document management systems including detailed accounting for operating expenditures and revenues, and inception-to-date accounting and reporting for capital projects and grants.

SCHOOLS-TO-STANDARD PROGRAM: This program focuses on the City's infrastructure, such as crossing signs/lights, sidewalks, streetlights, etc. around schools.

SELF- INSURANCE FUND: All or most costs associated with workers compensation and legal claims are funded by the City without insurance policies issued by outside vendors. The City, in effect, is assuming all associated risks and claims and is operating as its own insurance company. Self-insurance became prevalent after policy coverage became unavailable or prohibitively expensive.

SOURCE OF REVENUES: Classification of revenues according to their source or point of origin.

SPA: Special Purpose Annexation. This type of annexation, authorized in the 1999 Legislature, may be conducted as part of a Strategic Partnership Agreement (SPA) with a utility district. It carries less stringent public notice requirements. The annexation typically includes commercial property only. Property (ad valorem) taxes are not levied on properties included in this type of annexation, but the City may levy a sales tax on retail sales conducted in the area. Properties annexed as part of a SPA do not carry the three-year requirement. The SPA identifies which regulations and services, if any, are imposed in the area annexed. It also identifies the amount of sales tax to be levied and how much, if any, will be shared with the district. Finally, the SPA identifies the length of the agreement and the City's options for when and if the City might make the property subject to general-purpose annexation.

SPECIAL REVENUE FUND: A governmental fund established to account for the proceeds of special revenue sources, which are restricted to expenditures for specific purposes.

STATUE: A type of federal or state law that restricts the time within which legal proceedings may be brought.

STRATEGIC OFFICER STAFFING PROGRAM (SOSP): A program designed to provide temporary staffing throughout the Police Department for positions created by the absence of other officers, or for special assignments established by the department. Police officers volunteering to work SOSP positions are compensated with straight time pay (base salary and longevity) or compensatory time at the department's discretion.

STRUCTURAL BALANCED BUDGET: Budget that balances Recurring Revenues and Recurring Expenditures and the current portion of all known long-term liabilities within the current fiscal year, including but not limited to: Other Post-Employment Benefits (OPEBs); compensated absences; and current annual service cost plus interest on unfunded pension liabilities, which is the difference between the total pension liability and the value of assets set aside in a pension plan to pay benefits, plus amortization of the unfunded liabilities over a program period.

TAX AND REVENUE ANTICIPATION NOTES (TRAN): Notes issued prior to the receipt of taxes or other revenue. These notes are issued to meet temporary cash flow requirements that are repaid with revenue receipts expected later in the year.

TAX INCREMENT REINVESTMENT ZONES (TIRZ): Reinvestment Zones created by the City that use tax increment revenue generated by increased value in the zone to promote development and redevelopment in that zone.

TIRZ REVENUE: Revenue generated by increased value in Tax Increment Reinvestment Zones (TIRZ), created by the City to promote development and redevelopment. As development in each zone occurs, the property taxes generated by the increase in value attributable to those improvements, or "tax increments," are placed in separate funds designated for each zone. In addition to the City of Houston, contributions from Harris County and HISD are collected and deposited to the TIRZ fund.

TAX LEVY: The total amount to be billed for general property taxes for operating and debt service purposes. Revenues will be less than the levy because of delinquencies, tax roll errors, and court cases contesting assessed property value.

TAX RATE: The amount of tax levied for each $100 of assessed property value. The tax rate is applied to the assessed valuation to derive the tax levy.

TAX RATE LIMIT: The maximum legal property tax rate at which a municipality may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes.

TECHNOLOGY IMPROVEMENT PROGRAM (TIP): The Technology Improvement Program (TIP) provides for the orderly and systematic acquisition of information technology improvements to support the county strategic plan. The TIP is the city's principle tool for communicating and coordinating strategic information technology planning.

TELEMETRY: The science of technology of automatic measurement and transmission of data by wire, radio or other means of remote sources.

TEXAS PUBLIC INFORMATION ACT (TPIA): The Texas Public Information Act is a series of laws incorporated into the Texas Governmental Code that serve to ensure the public has access to information held by the state government.

UNASSIGNED FUND BALANCE: The portion of fund's balance that is not assigned for a specific purpose and is available for general appropriation.

UNIT COST: The cost required to produce a specific product or unit of service.

URBAN FORESTRY PROGRAM: A program in the Parks and Recreation Department's Field Operation Division. Urban Forestry is responsible for a healthy urban forest through tree planting, pruning and needed tree removal.

USER FEES: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

VARIABLE RATE DEBT (VRD): Debt, which bears interest that changes or varies at predetermined intervals (daily, weekly, monthly, etc.) selected by the issuer. The issuer may also have the option to convert the variable rate to a fixed rate. The issue then becomes a fixed-rate obligation and cannot be returned to the variable rate mode.

VISION: Aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action.

WHISTLE BLOWER'S HOTLINE: A telephone service that is available 24 hours a day to provide anonymity in reporting allegations of employee misconduct that is criminal and administrative in nature.

WORKING CAPITAL: The amount by which total current assets exceed total current liabilities.

YIELD: The rate earned on an investment based on the cost of the investment, the interest earned during the period held, and the sell price or redemption value of the investment.

ZERO-BASED BUDGETING (ZBB): A type of program budget. It is designed to require managers to start at zero budget levels every year and justify all costs as if the programs involved were being initiated for the first time.

DEFINITION OF PERFORMANCE MEASURES

Definitions of Performance Measures appear in the order they are presented in the Executive Summary of the Annual Budget. Measures are ordered by the Mayor's Priorities and grouped by similarity.

PUBLIC SAFETY MEASURES

911 EMERGENCY CALLS ANSWERED WITHIN 10 SECONDS: Measures the average number of 9-1-1 calls answered within 10 seconds. Goal: Reduce the amount of time it takes to respond to 9-1-1 emergency calls.

DANGEROUS BUILDINGS DEMOLISHED: Measures the number of dangerous buildings demolitions and cleanups (including collapsed structures) through enforced abatement by the City. Goal: Increase the number of dangerous buildings demolished.

FEAR OF CRIME INDEX: Measures the percent of respondents that indicated they were "very worried" about themselves or a family member becoming the victim of a crime, as reported in the annual Houston Area Survey conducted by Rice University's Kinder Institute.

FIRE FIRST UNIT RESPONSE TIME (MINUTES): Measures the average response time in minutes from the time an incident address is verified in the CAD system until the first fire unit dispatched arrives on scene. Goal: Decrease the time it takes to respond to emergencies.

POLICE PRIORITY 1 CALLS RESPONDED TO IN 6 MINUTES: Measures the percent of police Priority 1 (highest priority) calls responded to within the 6 minute target from dispatch received to first police unit on the scene. Goal: Decrease the time it takes to respond to Priority calls.

POLICE UCR PART 1 CRIME CLEARANCE RATE: Measures the number of UCR Part 1 crimes that were solved as a percentage of the total number of Part 1 crimes. Crimes include: Aggravated assault, forcible rape, murder, robbery, burglary, larceny-theft, and motor vehicle theft. Goal: Solve crimes.

POLICE UCR PART 1 CRIME RATE (PER 100,000): Measures the total number of Part 1 crimes as defined by the Uniform Crime Reporting (UCR) system. Crimes include: Aggravated assault, forcible rape, murder, robbery, burglary, larceny-theft, and motor vehicle theft. Goal: Maintain levels of Part 1 crime below the 5 year average.

TRAFFIC FATALITIES: Measures the number of traffic fatalities that occur within the City of Houston. Goal: Reduce traffic fatalities.

SERVICES & INFRASTRUCTURE MEASURES

AVERAGE AGE OF FLEET: Measures the average age of the City's on-road vehicle inventory from time of acquisition. Older vehicles typically require more maintenance and breakdown with greater frequency, which negatively impacts operations. Goal: Ensure that the City's vehicles accommodate the needs of City departments.

CITIZEN SATISFACTION RATING OF FLOOD PREVENTION (1-4): Measures the average satisfaction rating of citizens surveyed about the City's flood prevention efforts as part of the annual City of Houston Citizen Survey. Citizens rate city services on a scale of 1 to 4, with 1 being "poor" and 4 being "excellent". Goal: Increase citizen satisfaction of the City's flood prevention efforts.

CITIZEN SATISFACTION RATING OF TRAFFIC SIGNALS (1-4): Measures the average satisfaction rating of citizens surveyed about the City's traffic signals as part of the annual City of Houston Citizen Survey. Citizens rate city services on a scale of 1 to 4, with 1 being "poor" and 4 being "excellent". Goal: Increase citizen satisfaction of the City's traffic signals.

CITYWIDE 311 SERVICE REQUEST ON-TIME PERFORMANCE (% MEETING SLA): Measures whether departments are responding and resolving 311 customers' requests for service within the amount of time prescribed in the departments' Service Level Agreement (SLA). The SLA is determined by departments and represents the maximum amount of time a customer should expect to have an issue resolved. Goal: Increase the percentage of 311 service requests that are resolved within the SLA period.

COMMERCIAL PLAN REVIEWS COMPLETED WITHIN 15 DAYS: Measures the percentage of commercial building plan reviews that were completed within 15 business days. Goal: Reduce the time it takes to review commercial building plans while ensuring public safety and code compliance.

OVERALL CITY CUSTOMER SATISFACTION RATING (1-4): Measures the average satisfaction rating of citizens surveyed about the City's services as part of the annual City of Houston Citizen Survey. Citizens rate 20 city services on a scale of 1 to 4, with 1 being "poor" and 4 being "excellent". Goal: Increase citizen satisfaction of the City's services.

PAVEMENT CONDITION INDEX – CITY STREETS AVERAGE (1-100): Measures the average grade of the pavement condition on City-owned streets on a scale of 1 to 100, with 1 being the poorest quality and 100 being the highest quality. This survey is conducted on an annual basis alternating between major thoroughfares one year and local streets the following year. Goal: Improve the quality of the City's streets.

POTHOLES REPAIRED WITHIN NEXT BUSINESS DAY: Measures the percentage of potholes identified through customer service requests that were repaired within the next business day. Goal: Increase the percentage of potholes repaired within the next business day.

SANITARY SEWER OUTFLOWS (PER 100 MILE of PIPE): Measures the number of sanitary sewer outflows per 100 mile of pipe. Sanitary sewer outflows are a condition in which untreated sewage is discharged from a sanitary sewer on the City's side of the sewer line. Goal: Reduce the number of sanitary sewer outflows.

COMPLETE COMMUNITIES MEASURES:

AVERAGE SCHOOL RATING: Measures the average rating of schools in the Houston-area on a 100 point scale, with 1 being the poorest quality and 100 being the highest quality, as reported in the Children at Risk Annual School ratings. Goal: Champion learning.

HARRIS COUNTY UNEMPLOYMENT RATE: Measures the unemployment rate for Harris County based on data from the U.S. Bureau of Labor Statistics. This is a measure of the Houston Metropolitan area's economic condition. Goal: Increase the employment rate throughout the greater Houston Metropolitan Area.

RESIDENTS LIVING WITHIN A QUARTER MILE OF TRANSIT: Measures the percentage of the City's population that lives within a quarter mile of a transit stop. Goal: Increase access to public transit options.

RESIDENTS WHO SPEND 45% OR LESS OF INCOME ON HOUSING AND TRASNPORTATION: Measures the percentage of the City's population that spends 45% or less of their annual income on Housing and Transportation cost, as reported by the Center for Neighborhood Technology's Housing and Transportation Affordability Index. This is a key indicator of affordability in communities. Goal: Ensure access to quality affordable housing and transportation options.

RESIDENTS WITHIN A 10-MINUTE OR HALF-MILE WALK TO A PARK: Measures the percentage of the City's population living within a 10-minute walk and/or a half-mile walk to a park, greenspace or trail as reported by the Trust for Public Land's City Parks Facts Report. Goal: Increase accessibility to park space.

RESIDENTS WITHOUT ADEQUATE FOOD ACCESS NEARBY: Measures the percentage of the City's population that lives in a "food desert" as classified by the USDA Food Access Research Atlas. Goal: Increase access to grocery stores and healthy food options in historically underserved communities.

SOUND FINANCIAL MANAGEMENT MEASURES

GENERAL FUND BALANCE % OF EXPENDITURES: Measures the percentage of the General Fund unassigned ending balance relative to the General Fund expenditures less debt. State law requires municipalities to maintain an adequate fund balance for temporary financing of unforeseen needs. Goal: Maintain an unassigned fund balance in the General Fund above 7.5% of total expenditures less debt service.

GENERAL FUND SURPLUS OR (DEFICIT): Measures the difference between current revenues and current expenditures for the general fund at the end of the fiscal year. A positive number means General Fund revenues exceed expenditures, while a negative number indicates there are more expenditures than revenues at the end of the year. This is a one-year snapshot and does not include previous fiscal years' deficit or surplus. Goal: Increase General Fund surplus.

GENERAL FUND EXPENDITURES BUDGET VS ACTUAL UTILIZATION: Measures the difference between current budgeted expenditures and current actual expenditures in the General Fund, an indication of how accurate the City's budget expenditure forecast was for the fiscal year. Goal: Actual citywide expenditures should be less than or equal to budgeted expenditures for the fiscal year, i.e. 90-100%.

GENERAL FUND REVENUE BUDGET VS ACTUAL UTILIZATION: Measures the difference between current budgeted revenues and current actual revenues in the General Fund, an indication of how accurate the City's budget revenue forecast was for the fiscal year. Goal: Actual citywide revenues should be greater than or equal to budgeted revenues for the fiscal year, i.e. +100%.

GENERAL FUND EXPENDITURES PER CAPITA: Measures changes in expenditures relative to the City's population according to the last U.S. Census Bureau estimate on July 1, 2011. Goal: Reduce expenditures per capita through greater efficiencies while delivering the same or better quality of city services.

GENERAL FUND REVENUES PER CAPITA: Measures changes in revenue relative to the City's population according to the last U.S. Census Bureau estimate on July 1, 2011. Goal: Maintain constant or increased revenues per capita through improved collections and deliver value to constituents through high quality city services.

PENSION PAYMENTS AS % OF EXPENDITURES: Measures the City's total pension payments (including Police & Fire) for the fiscal year in relation to the City's expenditures including debt service, an indication of the portion of the City's spending that goes to pension contributions. Goal: Provide sufficient resources to fund the City's contribution to employee pension programs in a manner that is fiscally responsible.

PENSION PAYMENTS PER CAPITA: Measures the City's total pension payments (including Police & Fire) for the fiscal year in relation to the City's population according to the last U.S. Census Bureau estimate on July 1, 2011, an indication of the dollar amount City taxpayers are paying for City employee pension programs. Goal: Provide sufficient resources to fund the City's contribution to employee pension programs in a manner that is fiscally responsible.

General Fund Revenues by Category

Commit Item	Description	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Taxes					
General Property Taxes					
411020	Current Property Tax	1,030,125,040	1,058,800,287	1,081,125,900	**1,087,643,747**
411030	Current Year Delinquent Property Tax	57,803,481	73,465,785	68,247,868	**70,052,593**
411040	Delinquent Property Tax - Prior Years	584,491	(708,184)	(1,640,303)	**(1,088,469)**
411041	Prior Year Delinquent Property Tax-2014	(4,335,468)	(2,964,080)	4,210,346	**(2,257,646)**
411042	Prior Year Delinquent Property Tax-2015	0	1,042,256	12,166,956	**2,793,894**
411043	Prior Year Delinquent Property Tax-2016	0	0	0	**8,073,728**
411171	Prior Year Delinquent Property Tax-2005	130,924	0	0	**0**
411172	Prior Year Delinquent Property Tax-2006	197,295	(140,350)	(295,500)	**0**
411173	Prior Year Delinquent Property Tax-2007	309,745	(181,710)	(553,684)	**(234,567)**
411174	Prior Year Delinquent Property Tax-2008	370,966	(253,635)	(869,262)	**(367,413)**
411175	Prior Year Delinquent Property Tax-2009	483,179	(428,244)	(1,041,069)	**(576,824)**
411176	Prior Year Delinquent Property Tax-2010	706,102	(639,566)	(1,355,983)	**(690,831)**
411177	Prior Year Delinquent Property Tax-2011	847,984	(951,071)	(1,981,588)	**(899,801)**
411178	Prior Year Delinquent Property Tax-2012	1,212,321	(1,198,259)	(2,379,761)	**(1,314,939)**
411179	Prior Year Delinquent Property Tax-2013	(1,500,278)	(1,724,256)	(3,402,231)	**(1,579,158)**
411180	Current Delinquent - P & I	4,885,819	3,624,900	2,641,402	**2,641,402**
411190	Penalty&Interest-Delinq. Property Tax	7,525,253	6,222,002	4,068,349	**4,068,349**
411210	Property Tax Rebates	(682,903)	(775,000)	(564,324)	**(606,838)**
Subtotal	General Property Taxes	**1,098,663,951**	**1,133,190,875**	**1,158,377,116**	**1,165,657,227**
412010	Sales Tax	640,476,181	615,000,000	621,000,000	**627,000,000**
Other Tax					
413010	Mixed Beverage Tax	16,063,886	16,687,117	16,687,117	**17,187,731**
414010	Bingo Tax	207,317	221,655	221,655	**225,699**
Subtotal	Other Tax	**16,271,203**	**16,908,772**	**16,908,772**	**17,413,430**
Total Taxes		**1,755,411,335**	**1,765,099,647**	**1,796,285,888**	**1,810,070,657**
Industrial District Assessment					
415010	Industrial District Assessment	19,238,671	18,042,943	18,322,159	**17,917,043**
Total Industrial District Assessment		**19,238,671**	**18,042,943**	**18,322,159**	**17,917,043**
Franchise Fees					
Electric Franchise					
416010	Electricity Franchise Tax	99,755,510	101,017,923	101,017,923	**100,836,001**
416020	Miscellaneous Franchise Fee	1,456,181	1,012,011	1,012,011	**1,434,252**
Subtotal	Electric Franchise	**101,211,691**	**102,029,934**	**102,029,934**	**102,270,253**
Telephone Franchise					
417010	Telephone Franchise Tax	43,007,816	42,000,000	40,892,163	**37,215,000**
419090	Telecomm Franchise Fees - Prior Year	52,885	0	13,906	**0**
Subtotal	Telephone Franchise	**43,060,701**	**42,000,000**	**40,906,069**	**37,215,000**
Gas Franchise					
418010	Natural Gas Franchise Tax	14,839,561	15,015,585	15,015,585	**13,790,581**
Other Franchise					
419010	Cable TV Franchise Tax	24,442,464	26,132,516	22,442,464	**19,076,700**
419040	Solid Waste Hauler Franchise Fee	7,427,154	7,541,152	7,594,900	**7,664,100**
419050	Spur Track Franchise Fee	20,426	20,426	20,426	**20,426**
419070	Fiber Optics Franchise Fee	43,935	44,600	44,734	**44,600**
419110	Cable TV Franchise Fees-Prior Year	189	0	0	**0**
419120	Solid Waste Franchise Fees-Prior Year	122,070	0	328,255	**0**
Subtotal	Other Franchise	**32,056,238**	**33,738,694**	**30,430,779**	**26,805,826**
Total Franchise Fees		**191,168,191**	**192,784,213**	**188,382,367**	**180,081,660**
Licenses and Permits					
421010	Special Food Permits	1,448,957	1,432,000	1,468,400	**1,519,700**
421020	Food Dealers Permits	3,979,492	4,131,100	4,131,100	**4,175,100**
421030	Food Managers Permits	463,071	500,800	464,400	**476,600**
421040	Mobile Food Vendor Licenses	597,421	559,000	610,300	**649,100**
421060	Miscellaneous Health Permits	1,069,041	1,248,700	0	**0**
421100	Occupation Licenses	163,901	177,355	174,810	**172,746**
421110	Sexually Oriented Business Permits	19,315	20,908	18,926	**19,457**

General Fund Revenues by Category

Commit Item	Description	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
421130	Decals for Coin-Ope.Amusement Machines	278,528	349,609	230,285	**237,355**
421140	Dance Licenses	34,823	50,778	40,367	**35,393**
421150	Liquor Licenses	1,376,083	1,384,506	1,380,957	**1,382,449**
421170	Burglar Alarm Permits	9,160,716	9,185,698	9,191,198	**9,214,601**
421180	Special Fire Permits	7,033,943	6,955,000	7,200,000	**7,200,000**
421200	Other Building & Construction Permits	950	2,000	2,000	**1,475**
421210	Fire Alarm Permits	536,783	611,258	535,061	**528,861**
421220	School Bus Licenses & Permits	28,588	29,200	30,188	**28,370**
421225	Wheelchair Accessible Svc Pvr	0	232	3,114	**1,168**
421230	Taxicab Licenses & Permits	1,444,816	1,399,451	1,399,451	**1,507,246**
421270	City Election Fees	49,000	0	0	**0**
421280	Other Licenses & Permits	2,399,677	2,537,549	3,443,932	**2,838,018**
421290	Tower Application Review Fee	727	0	0	**0**
421320	Dumpster Permits	2,713,562	4,527,320	2,736,458	**3,633,017**
421490	Plan Review Fees	2,157,539	2,348,879	1,600,000	**1,600,000**
421570	Limousine Permits	1,348,643	1,110,796	1,237,453	**1,001,923**
421580	Charter Bus Permits	245,734	235,697	253,643	**227,020**
421590	Right-of-way Permits	258,383	278,907	278,907	**276,516**
421600	Jitney Permit & Inspection Fees	6,347	5,047	5,047	**5,736**
421610	Low Speed Shuttle Permit/Inspection Fees	3,294	2,557	2,557	**3,198**
421620	Pedicab Permits & Inspection Fees	35,594	13,901	21,332	**15,331**
421630	Administrative Fee - Licenses & Permits	2,753,085	2,712,525	2,758,985	**2,836,452**
Total Licenses and Permits		**39,608,013**	**41,810,773**	**39,218,871**	**39,586,832**
Intergovernmental					
422010	Medicaid Title XIX	113,072	155,400	90,000	**80,000**
422122	Municipal Service Fees - TIRZ	5,631,200	23,171,790	21,503,790	**20,983,790**
422141	Intergovernmental Revenue - TIRZ	6,757,333	7,592,625	7,592,625	**8,190,622**
422153	Intergovernmental Revenue - 1115 Waiver	13,313,754	18,054,174	18,193,845	**20,307,838**
422230	Ambulance Services Supplemental Reimburs	27,785,704	21,177,390	24,032,634	**21,500,000**
429095	Medicare Part D Distribution	61,559	0	0	**0**
Total Intergovernmental		**53,662,622**	**70,151,379**	**71,412,894**	**71,062,250**
Charges for Services					
Direct Interfund Services					
424040	Interfund 311	373,444	373,376	373,376	**373,376**
424050	Interfund Fire Protection Services	19,942,791	20,360,322	20,360,322	**20,360,322**
424060	Interfund Airport Police Services	28,187,542	25,060,627	26,518,627	**26,049,167**
424070	Interfund Legal Services	1,292,619	1,403,205	1,300,180	**1,444,411**
424080	Interfund Payroll Services	658,153	677,683	672,471	**685,908**
424110	Other Interfund Services	3,118,734	5,125,184	5,447,476	**5,349,950**
424140	Interfund Inventory	(350,127)	0	0	**0**
424160	Interfund Affirmative Action Services	352,153	400,810	400,810	**89,580**
424215	Interfund Radio System Access	90,048	131,856	131,856	**131,856**
451040	Interfund Postage	18,909	10,000	22,249	**10,000**
457010	Interfund Land Acquisition	339,600	353,600	353,600	**364,000**
Subtotal	Direct Interfund Services	**54,023,866**	**53,896,663**	**55,580,967**	**54,858,570**
Indirect Interfund Services					
425010	Indirect Cost Recovery-Aviation	3,258,744	5,480,244	5,480,244	**5,686,589**
425030	Indirect Cost-CUS Fund	9,810,103	9,987,563	9,987,563	**10,877,221**
425040	Indirect Cost-HALAN	99,000	99,000	99,000	**99,000**
425050	Indirect Cost Recovery-Auto Dealers	1,099,039	1,017,681	1,017,681	**1,087,848**
425060	Indirect Cost Recover -Public TV	121,464	146,499	146,499	**142,326**
425070	Indirect Cost-Building Inspection	1,789,068	1,647,972	1,647,972	**1,777,029**
425080	Indirect Cost Recovery-Street & Drainage	1,101,460	1,030,249	1,030,249	**1,103,409**
425090	Indirect Cost Recovery-911 Emergency	150,000	150,000	150,000	**150,000**
425100	Indirect Cost Recovery-Other	7,311,537	5,776,876	5,776,876	**5,977,080**
425110	Indirect Cost Recovery-Grants	1,870,600	2,100,000	1,836,400	**2,100,000**
Subtotal	Indirect Interfund Services	**26,611,015**	**27,436,084**	**27,172,484**	**29,000,502**
Charges for Services					
426010	Hazardous Materials Response	115,440	108,000	96,759	**129,504**

General Fund Revenues by Category

Commit Item	Description	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
426020	Hazardous Materials Permit	22,450	29,000	29,000	**29,000**
426030	Ambulance Fees	47,424,480	46,500,000	46,500,000	**46,200,000**
426040	Library Service Charges	10,967	10,000	10,000	**10,000**
426055	External Radio Parts	2	0	8,000	**0**
426057	External Radio Labor	89,174	73,980	67,980	**84,000**
426059	External Radio Site Rental	0	0	7,000	**28,800**
426070	Hotel & Motel Ordinance	4,167	0	0	**0**
426090	Demolition Fees	561,459	526,568	526,568	**567,324**
426100	Non-Resident Garbage Fee	516,797	612,000	612,000	**577,000**
426110	Extra Container Garbage Fee	1,657,826	1,561,000	1,561,000	**1,515,000**
426120	Weed Cutting Fees	850,295	525,945	525,945	**664,313**
426130	Dental Fees	16,411	11,100	11,100	**11,100**
426151	Passport Service Fee	804,079	700,000	900,000	**900,000**
426240	Limousine Inspection Fees	151,138	119,147	140,532	**124,323**
426250	Platting Fees	2,872,363	0	0	**0**
426260	Police Services	194,155	177,000	817,000	**977,000**
426280	Legal Fees	0	0	3,000	**3,000**
426290	Other Service Charges	98,862	82,560	82,755	**82,114**
426300	Certified Copies Fees	2,049,346	2,100,000	2,100,000	**2,105,000**
426320	City Maps & Related Items	444	450	0	**0**
426330	Miscellaneous Copies Fees	40,655	27,928	28,498	**22,855**
426340	Public Safety Reports Fees	900,123	998,755	638,609	**662,366**
426350	Fire Fighting Services	813,330	740,000	740,000	**740,000**
426370	Training Services	20,150	26,000	26,000	**26,000**
426420	Building Space Rental Fees	1,369,286	1,086,230	1,138,545	**1,050,878**
426430	Facility Rental Fees	183,451	179,339	183,404	**189,259**
426480	Securing/Boarding - Nuisance Abatement	37,145	31,089	31,089	**23,197**
426485	Visual Blight - Nuisance Abatement	623	1,366	1,366	**377**
426520	External Radio System Fees	828,977	1,475,508	1,452,502	**1,623,600**
443120	Photocopier Concessions	446	200	200	**0**
443130	Pay Phone Concessions	44,125	86,000	0	**0**
443160	Vending Machine Concessions	285,553	279,136	279,136	**279,547**
445050	Cell Tower Revenue	337,329	375,272	375,272	**387,508**
447020	Garage Parking Revenue	252,333	254,100	225,400	**225,400**
Subtotal	Charges for Services	**62,553,381**	**58,697,673**	**59,118,660**	**59,238,465**
Total Charges for Services		**143,188,262**	**140,030,420**	**141,872,111**	**143,097,537**
Fines and Forfeits					
Municipal Courts Fines and Forfeits					
427010	Moving Violations	13,778,426	12,500,000	11,776,503	**11,776,503**
427030	MCTP Monthly Time Payment	283,533	210,000	222,284	**222,284**
427040	Non-Traffic Fines	1,956,247	1,600,000	1,754,187	**1,754,187**
427050	Failure to Appear Fines	1,997,291	1,670,000	1,341,528	**1,341,528**
427060	Scire Facias Forfeitures	187,287	200,000	180,094	**180,094**
427100	Local Court Costs	438,599	430,000	404,830	**404,830**
427110	Driver Safety Administration Fees	1,307,419	1,270,000	1,229,366	**1,229,366**
427120	Cash Bond Forfeiture Fees	0	525	15	**15**
427130	Local Arrest Fees	1,034,393	990,000	934,641	**934,641**
427160	Warrant Fees	54,717	45,000	45,992	**45,992**
427200	Unclaimed Fines & Forfeitures	0	786	20	**20**
427210	Court Costs/Jury Costs	272	706	344	**344**
427220	Suspended Sentence Fees	3,338,444	3,330,000	2,944,070	**2,944,070**
427250	Registration Denial Fee	158,348	200,000	139,272	**139,272**
427260	Dismissal Fees	280,217	245,000	284,079	**284,079**
427280	In-House Collection Fee	145,154	120,000	113,833	**113,833**
Subtotal	Municipal Courts Fines and Forfeits	**24,960,347**	**22,812,017**	**21,371,058**	**21,371,058**
Other Fines and Forfeits					
428020	Library Fines	558,151	450,000	450,000	**450,000**
428030	Release of Liens	186,833	131,047	131,047	**151,886**
428040	Vehicle Tow-Away Fees	519	600	600	**600**
428050	False Alarm Penalties	2,811,719	2,684,027	2,566,601	**2,604,121**

General Fund Revenues by Category

Commit Item	Description	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
428060	Other Interest Income	330,107	311,000	162,094	**11,000**
428080	Returned Check Charges	6,254	6,346	5,996	**5,738**
428090	Miscellaneous Fines & Forfeitures	210,291	95,000	181,050	**125,000**
428095	Red Light Enforcement	7,255	1,000	1,890	**500**
428100	Interest on Liens-COH	54,636	15,200	16,596	**27,000**
428105	Interest on Liens-Contract	786,693	612,061	612,061	**718,644**
Subtotal	Other Fines and Forfeits	**4,952,458**	**4,306,281**	**4,127,935**	**4,094,489**
Total Fines and Forfeits		**29,912,805**	**27,118,298**	**25,498,993**	**25,465,547**
Interest					
432010	Interest on Pooled Investments	3,699,893	3,000,000	4,000,000	**3,000,000**
Total Interest		**3,699,893**	**3,000,000**	**4,000,000**	**3,000,000**
Miscellaneous/Other					
434150	Streets & Bridges Assessments	32,986	15,700	15,700	**21,000**
434205	Sale of Scrap Metal	7,601	2,000	2,000	**2,000**
434225	Sale of Non-Capital Equip. & Merchandise	247,977	360,000	350,000	**350,000**
434305	Judgments & Claims	47,862	120,100	6,600	**116,600**
434330	Subrogations	105,735	110,000	165,000	**175,323**
434340	Cashier Overages	1,404	1,750	1,750	**1,745**
434505	Prior Year Expenditure Recovery	(3,905,042)	50,000	(115,000)	**50,000**
434510	Prior Year Revenue	1,079,466	150,050	277,825	**150,000**
452020	Recoveries & Refunds	19,347,449	8,306,500	11,942,839	**7,059,626**
452030	Miscellaneous Revenue	2,943,031	2,267,925	4,388,311	**4,252,113**
452040	Payment in Lieu of Taxes	2,459,019	2,440,781	959,157	**959,157**
456255	Misc Operating Revenue	1	0	0	**0**
Total Miscellaneous/Other		**22,367,489**	**13,824,806**	**17,994,182**	**13,137,564**
Other Resources					
434235	Sale of Capital Assets	264,618	72,300	79,530	**72,300**
434240	Sale of Capital Assets-Land/Streets	7,669,456	14,427,700	9,489,608	**14,467,795**
490010	Transfer from General Fund	144,869	0	0	**0**
490020	Transfer from Special Revenue Fund	1,953,622	1,600,000	1,650,000	**7,747,421**
490060	Transfer from Civic Center	1,380,000	1,380,000	1,490,000	**1,449,000**
490120	Transfer from Component Unit	20,489,998	2,069,011	2,069,011	**2,069,011**
490140	Transfer from Parking Management	10,687,537	7,000,000	7,000,000	**7,000,000**
Total Other Resources		**42,590,100**	**26,549,011**	**21,778,149**	**32,805,527**
Grand Total		**2,300,847,381**	**2,298,411,490**	**2,324,765,614**	**2,336,224,617**

General Fund Expenditure Summary

Commit Item	Description	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
500010	Salary Base Pay - Civilian	224,491,233	232,020,786	229,106,618	**226,610,712**
500020	Salary Base Pay - Classified	575,625,599	594,354,571	590,180,723	**604,437,032**
500030	Salary Part Time - Civilian	5,021,916	6,442,246	6,219,805	**6,119,617**
500040	Salary Assignment Pay - Classified	8,102,605	8,009,654	8,793,694	**8,682,473**
500045	Patrol Incentive Pay	2,487,253	2,842,000	2,665,000	**2,842,000**
500048	Investigator Pay	0	562,000	437,000	**727,000**
500050	Sal-Edu/Incen-Classfd	16,634,344	16,673,405	17,124,484	**17,020,057**
500060	Overtime - Civilian	7,085,570	7,901,662	7,941,980	**3,677,315**
500070	Overtime - Classified	37,927,285	28,675,537	31,128,484	**15,147,617**
500090	Premium Pay - Civilian	739,756	792,366	675,294	**829,320**
500110	Bilingual Pay - Civilian	513,397	533,964	514,561	**533,547**
500120	Bilingual Pay - Classified	3,380,593	3,210,378	3,540,929	**3,290,907**
500130	Equipment Allowance-Classified	10,199,737	10,693,228	10,061,982	**10,693,228**
500150	Shift Differential Pay-Classified	3,892,759	4,377,073	3,956,967	**4,377,073**
500160	Training Incent.-Classified	30,136,694	30,881,396	29,681,396	**30,881,396**
500170	Weekend Prem Pay-Classified	3,363,181	3,760,504	3,402,575	**3,760,504**
500180	Temporary Employees	1,106,308	1,062,863	1,062,863	**1,133,279**
500190	Temporary Higher Class Pay	2,235,269	1,500,805	3,056,189	**1,500,805**
500210	Pay for Performance-Municipal	65,250	203,871	203,871	**203,871**
500240	HOPE Community Service Usage	0	2,000	0	**2,000**
500250	HOPE Union Business Usage	22,375	23,150	9,368	**23,150**
501020	Clothing Allowance - Classified	1,332,900	1,350,700	1,341,000	**1,352,000**
501040	Earned Leave - Classified	1,596,784	1,500,000	1,498,812	**1,500,000**
501050	Employee Awards	7,647	9,200	9,200	**9,200**
501070	Pension - Civilian	60,221,266	68,299,031	67,523,458	**63,360,272**
501080	Pension - Fire	94,121,087	91,755,875	93,112,430	**70,330,310**
501090	Pension - Police	146,216,125	145,163,501	145,163,500	**140,940,630**
501100	Phase Down Classified	18,274,661	20,888,652	23,365,284	**22,894,768**
501110	Strategic Staffing-Classified	615,502	1,000,000	800,000	**1,000,000**
501120	Termination Pay - Civilian	3,785,118	2,327,943	3,346,067	**2,079,037**
501130	Termination Pay - Classified	10,075,472	10,594,199	9,223,531	**6,157,534**
501140	Third Party Disability B-Classified	3,630,804	3,838,713	3,623,556	**3,838,713**
501150	Trainees for Classified Service - Cadets	8,695,551	10,821,551	9,434,481	**7,319,749**
501160	Vehicle Allowance - Civilian	74,790	75,856	75,858	**75,856**
501170	Vehicle Allowance - Classified	207,400	220,000	215,771	**220,000**
502010	FICA - Civilian	18,002,830	19,591,362	18,812,206	**18,557,935**
502020	FICA - Classified	8,839,147	8,241,723	9,201,652	**8,281,016**
503010	Health Ins-Act Civilian	35,742,980	38,248,647	37,981,528	**41,110,441**
503015	Basic Life Insurance - Active Civilian	134,302	137,180	135,335	**132,656**
503020	Health Ins.Act-Classified	102,446,497	107,520,908	107,450,908	**120,456,723**
503025	Basic Life Insurance - Active Classified	337,462	351,148	349,299	**370,216**
503040	Health/Life Ins.Ret-Classified	19,775,819	20,711,519	20,711,519	**22,608,101**
503050	Health/Life Insurance - Retiree Civilian	11,355,719	13,223,523	13,223,523	**14,039,963**
503060	Long Term Disability-Civilian	382,018	407,888	389,192	**384,877**
503061	Long Term Disability-Classified	315,287	347,235	330,000	**350,816**
503070	Municipal Pension-Other Classified	225,269	257,000	235,240	**257,000**
503080	Workers Compensation-Classified-Admin	2,518,415	2,911,221	2,845,122	**3,022,155**
503090	Workers Compensation-Civilian-Admin	1,186,928	1,684,527	1,665,695	**1,407,434**
503100	Workers Compensation-Civilian-Claim	1,859,124	1,969,837	1,955,965	**1,870,942**
503110	Workers Compensation-Classified-Claim	9,445,234	10,260,733	9,811,010	**9,348,726**
504020	Compensation Contingency	0	0	0	**7,200,000**

General Fund Expenditure Summary

Commit Item	Description	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
504030	Unemployment Claims - Administration	321,013	336,410	380,987	**310,495**
504040	Res For Police Enhanc.-Classified	1,181,240	1,275,000	1,175,000	**1,275,000**
504060	Health Benefits-Fire	594,540	615,250	605,000	**630,000**
Total	**Personnel Services**	**1,496,550,055**	**1,540,459,791**	**1,535,755,912**	**1,515,185,468**
511010	Chemical Gases & Special Fluids	292,721	338,172	348,223	**347,341**
511015	Cleaning & Sanit. Spl	727,634	925,472	826,285	**842,044**
511020	Construction Materials	473,578	346,641	350,193	**339,789**
511025	Electrical Hardware & Parts	570,564	508,392	520,623	**520,432**
511030	Mechanical Hardware & Parts	160,631	120,441	129,171	**117,530**
511035	Meters Hydrants & Plumbing Supplies	145,330	134,689	131,300	**134,689**
511040	Audiovisual Supplies	56,394	155,498	135,862	**96,341**
511045	Computer Supplies	1,425,889	1,084,990	1,080,019	**1,068,752**
511050	Paper & Printing Supplies	332,491	479,258	468,200	**439,005**
511055	Publications & Printed Materials	267,791	281,422	260,252	**269,872**
511060	Postage	415,486	513,932	442,661	**479,980**
511070	Miscellaneous Office Supplies	1,628,157	1,482,061	1,445,220	**1,454,327**
511075	Library Circulation Supplies	29,515	28,500	28,500	**28,500**
511080	General Laboratory Supplies	393,354	320,376	329,598	**320,705**
511085	Drugs & Medical Chemicals	769,087	945,424	952,939	**1,067,420**
511090	Medical & Surgical Supplies	1,671,536	1,866,515	1,917,078	**1,927,744**
511095	Small Technical & Scientific Equipment	559,355	620,873	616,323	**298,121**
511100	Veterinary & Animal Supplies	310,751	110,000	110,000	**110,000**
511110	Fuel	16,061,206	16,244,553	16,244,609	**17,004,952**
511115	Vehicle Repair & Maintenance Supplies	761,915	370,632	375,816	**368,330**
511120	Clothing	4,479,014	3,017,747	2,959,299	**2,904,600**
511125	Food Supplies	241,911	310,446	257,584	**284,457**
511130	Weapons Munitions & Supplies	1,077,032	406,000	858,902	**410,500**
511135	Recreational Supplies	283,385	229,384	269,740	**207,100**
511140	Landscaping & Gardening Supplies	221,816	137,068	137,068	**133,700**
511145	Small Tools & Minor Equipment	452,859	602,706	564,191	**637,174**
511150	Miscellaneous Parts & Supplies	1,962,806	1,391,816	1,424,458	**1,417,816**
511160	Protective Gear	934,590	645,000	644,482	**557,778**
511164	Breathing Apparatus Repair Supplies	810,037	803,906	800,000	**508,906**
511165	Fire Fighting Equipment	429,411	393,700	392,588	**473,700**
Total	**Supplies**	**37,946,246**	**34,815,614**	**35,021,184**	**34,771,605**
520100	Temporary Personnel Services	5,492,046	4,735,318	4,394,488	**3,898,532**
520101	Janitorial Services	3,939,106	4,342,551	4,284,976	**4,383,770**
520102	Security Services	4,543,309	5,327,154	5,462,285	**5,113,658**
520103	Subrecipient Contract Services	183,179	185,483	185,483	**229,222**
520105	Accounting & Auditing Services	2,811,587	3,086,687	3,598,547	**3,033,987**
520106	Architectural Services	10,256	15,067	15,706	**13,617**
520107	Computer Info/Contr	4,993,143	4,591,196	4,574,814	**4,581,594**
520108	Information Resource Services	394,677	486,711	537,886	**435,286**
520109	Medical Dental & Laboratory Services	1,209,477	968,219	979,678	**945,344**
520110	Management Consulting Services	3,754,877	5,192,135	5,386,486	**4,195,601**
520111	Real Estate Services	122,188	157,573	172,379	**153,493**
520112	Banking Services	188,363	401,861	402,061	**357,111**
520113	Photographic Services	230	13,300	13,300	**13,300**
520114	Misc Support Svcs	4,201,687	3,078,285	3,013,198	**2,874,305**
520115	Real Estate Lease/Office Rental	8,589,659	8,743,479	8,837,219	**4,687,635**

General Fund Expenditure Summary

Commit Item	Description	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
520116	Parking Services Contract	25,484	44,510	44,810	**44,675**
520118	Refuse Disposal	13,886,449	14,605,648	14,763,295	**13,789,021**
520119	Computer Eq/SW Mnt	777,890	1,172,881	1,041,637	**1,197,461**
520120	Communications Equipment Services	156,361	101,832	148,927	**97,215**
520121	IT Application Svcs	8,607,424	9,683,367	9,693,928	**14,178,800**
520122	Office Equipment Services	289,095	202,872	202,872	**202,322**
520123	Vehicle & Motor Equipment Services	511,923	671,304	665,228	**683,230**
520124	Other Equipment Services	590,703	713,440	664,695	**735,950**
520125	Demolition Services	(780)	0	0	**0**
520126	Construction Site Work Services	617,603	65,081	65,081	**62,100**
520128	Other Construction Work Services	1,841	23,083	23,083	**12,000**
520132	Contracts/Sponsorships	3,344,903	3,162,719	3,159,695	**3,161,719**
520133	Private Investigative Services	1,250	19,986	6,000	**6,000**
520135	Claims Adjustment Services	36,604	0	0	**0**
520136	Billing & Collection Services	6,499,366	6,528,509	6,549,687	**6,315,317**
520138	Zoo Contract	9,514,080	9,754,770	9,754,770	**4,919,948**
520139	Motor Pool Charges	331	4,100	2,600	**2,600**
520141	Engineering Services	47,009	96,915	107,315	**107,314**
520142	Classified C.S. Arbitration Cost	79,257	100,000	100,000	**100,000**
520144	Limited Purpose Annexation Payment	52,731,933	52,350,705	52,350,705	**53,810,705**
520145	Criminal Intelligence Services	39,529	900	86,830	**900**
520146	Contract Instructor Sports	136,770	74,413	98,500	**95,500**
520147	Management Initiative Savings	(1,229,369)	2,785	6,848	**1,937**
520151	Parking EZ Tag Fees	115	200	200	**200**
520152	Telemetry Services	2,100,000	2,100,000	2,100,000	**2,100,000**
520153	Protective Gear Cleaning Services	870,388	655,244	650,000	**512,800**
520157	Computer Software Maintenance Services	2,063,864	2,068,763	2,094,417	**1,909,070**
520159	Non-Sub-Recipient Grant Contract	379,566	162,800	159,800	**172,700**
520170	Generator Equipment Services	(13,477)	71,000	71,000	**71,000**
520510	Mail/Delivery Services	306,024	314,037	322,025	**316,860**
520515	Print Shop Services	308,756	295,491	272,258	**283,079**
520520	Printing & Reproduction Services	117,356	227,893	216,873	**213,685**
520605	Advertising Services	821,587	804,245	784,313	**761,995**
520705	Insurance Fees	2,239,460	2,444,119	2,444,119	**2,780,304**
520710	State/Federal Inspection Fees	21,853	0	0	**25,365**
520720	Fines	26	6,000	6,000	**0**
520725	Assessments - Other Governments	393,618	580,235	578,075	**485,845**
520730	Tax Appraisal Fees	9,439,412	9,939,412	9,939,412	**10,400,412**
520735	Tax Refunds	354,031	0	0	**0**
520739	Ambulance Refund	17,334	0	0	**0**
520740	Document Recording/Filing Fees	103,900	60,000	61,000	**61,000**
520745	Third Party Collection Fees	134,092	165,600	273,190	**165,600**
520750	Elections	2,523,514	0	0	**0**
520755	Contingency	553,096	4,014,138	4,014,138	**4,014,138**
520760	Contributions	16,072,034	0	0	**0**
520761	Contributions to Joint Projects	0	40,896	25,894	**0**
520763	Intergov Contribution-1115 Waiver	12,883,609	17,622,174	17,761,845	**19,875,838**
520765	Membership & Professional Fees	1,016,721	1,189,686	1,102,605	**1,175,952**
520780	Juror Compensation	75,474	75,000	75,000	**75,000**
520805	Education & Training	1,143,582	883,502	908,384	**999,110**
520806	Paramedic/EMT Continuing Edu	263,575	70,000	74,955	**62,900**

General Fund Expenditure Summary

Commit Item	Description	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
520807	Initial/Recert EMS Training	674,436	600,260	600,260	**346,650**
520815	Tuition Reimbursement	1,170,164	1,001,000	1,000,000	**1,000,000**
520900	CIP-Capital Equipment Acquisition	4,356	0	0	**0**
520905	Travel - Training Related	656,609	686,613	664,097	**647,612**
520910	Travel - Non-Training Related	319,318	454,809	442,431	**400,533**
521305	Indirect Cost Recovery Payment	(7,549)	0	0	**0**
521320	Early Payment Discount	(14,813)	0	(2,783)	**0**
521405	Building Maintenance Services	5,638,554	4,738,660	4,982,035	**4,538,962**
521410	Sewer Services	1,704,413	1,519,381	1,519,381	**1,519,381**
521415	Land and Grounds Maintenance	2,293,299	2,237,837	2,793,618	**2,652,110**
521420	Infrastructure Maintenance Service	491,295	0	0	**0**
521435	Water Services	35,889	42,956	47,956	**47,956**
521440	Steam/Chilled Water Services	224,701	204,305	204,305	**0**
521505	Electricity	40,462,069	39,371,540	39,373,612	**42,917,194**
521510	Natural Gas	474,313	610,075	610,075	**838,618**
521605	Data Services	4,390,825	4,430,510	4,430,527	**6,091,865**
521610	Voice Services	6,666,797	5,304,897	5,304,902	**5,368,875**
521615	Radio Communications	356	0	0	**0**
521620	Voice Equipment	24,498	87,361	87,361	**2,500**
521625	Voice Labor	441,032	465,616	465,616	**519,168**
521630	GIS Revolving Fund Services	1,104,963	1,534,341	1,536,101	**1,364,643**
521635	Voice Services -Wireless	1,592,176	1,783,886	1,775,777	**1,520,344**
521705	Vehicle/Equipment Rental/Lease	64,659	143,208	130,358	**142,208**
521715	Office Equipment Rental	1,423,802	1,390,052	1,340,681	**1,304,191**
521720	Computer Equipment Rental	11,200	26,000	26,000	**26,000**
521725	Other Rental	2,155,706	2,317,607	2,330,232	**2,345,951**
521730	Parking Space Rental	883,613	961,829	964,487	**970,034**
521735	Hobby Parking Space Rental	250,635	233,297	234,662	**238,480**
521905	Legal Services	821,146	2,248,521	2,246,521	**1,703,040**
521915	Legal Svcs - Atty Fee	3,951,960	0	0	**0**
522205	Metro Commuter Passes	684,780	720,000	720,000	**720,000**
522305	Freight Charges	9,219	13,156	12,956	**12,201**
522405	Management Savings	2,645	0	0	**0**
522410	Cashier Shortages	1,323	1,000	900	**800**
522420	Petty Cash/Change Special Fund	453	500	450	**500**
522430	Misc Othr Svcs & Chrg	7,578,895	12,279,205	12,031,624	**9,631,093**
522431	EMS Equipment Maint	158,814	151,000	149,371	**160,000**
522432	Life Safety Equipment Maintenance	301,779	459,217	459,217	**621,917**
522435	Interest Charges Past Due Accounts	32,904	5,106	40,017	**11,100**
522620	Claims & Judgments	11,201,962	14,109,095	14,109,095	**14,109,095**
522720	Interfund Payroll Services	(20,101)	0	(8,499)	**0**
522721	Interfund HR Client Services	7,926,905	8,127,870	8,171,930	**8,845,870**
522722	KRONOS Service Chargeback	719,731	883,868	883,895	**921,133**
522723	Drainage Fee Service Chargeback	1,495,294	1,495,700	1,495,700	**1,500,700**
522730	Interfund Engineering Services	650,458	12,661	11,846	**1,398**
522735	Interfund Communication Equipment Repair	0	20,790	0	**20,790**
522740	Interfund Police Service	53,593	47,000	47,000	**53,600**
522760	Interfund Billing & Collection Service	20,290	43,772	43,772	**43,772**
522795	Other Interfund Services	4,551,689	4,720,401	4,749,267	**4,553,239**
522835	Scrapping of Inventory for Disposal	0	600	600	**600**
522840	Houston Permitting Center Rent Chargeback	804,957	797,510	797,510	**879,725**

General Fund Expenditure Summary

Commit Item	Description	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
522845	Interfund Vehicle Services	41,316,876	41,964,608	41,963,981	**42,241,049**
Total	**Other Services and Charges**	**346,691,838**	**342,742,894**	**344,119,359**	**341,738,919**
560120	Capital Exp-Building & Bldg Improvement	0	115,912	115,912	**0**
560140	Improvements other than Buildings	7,500	0	0	**0**
560210	Furniture Fixtures and Equipment	248,761	34,779	34,779	**16,000**
560220	Vehicles	210,065	76,300	68,000	**0**
560230	Computer HW and Developed SW	418,841	34,689	34,689	**0**
560240	Communication Equipment	10,171	0	0	**0**
560260	Infrastructure	84,376	0	0	**0**
560810	Cap Exp-Controlled Equipment	63,137	53,096	52,216	**1,500**
Total	**Equipment**	**1,042,851**	**314,776**	**305,596**	**17,500**
551005	Fixed Assets Restatement	0	1,000	1,000	**1,000**
551010	Non-Cap Office Furniture & Equipment	356,736	367,676	538,300	**354,592**
551015	Non-Capital Computer Equipment	239,420	418,232	415,732	**9,032**
551020	Non-Capital Communication Equipment	8,906	2,982	5,865	**0**
551025	Non-Capital Scientific/Medical Equipment	13,953	4,000	4,000	**0**
551030	Non-Capital Machinery & Equipment	12,278	0	0	**0**
551035	Non-Capital Library books	4,686,500	4,142,717	4,142,717	**3,442,717**
551040	Non-Capital Other	40,564	1,196,907	1,021,552	**1,150,000**
Total	**Non-Capital Equipment**	**5,358,357**	**6,133,514**	**6,129,166**	**4,957,341**
531085	Other Interest	942,106	3,562,500	3,562,500	**3,562,500**
531205	Permanent Improvement Capital Cost	(84,376)	0	0	**0**
532020	Transfers to Capital Projects	12,763,703	6,730,962	6,730,962	**6,730,962**
532025	Transfers to Special Revenues	73,281,657	60,760,161	60,683,853	**48,427,258**
532040	Transfers to Component Unit	25,786,968	26,526,968	26,526,968	**27,266,968**
532050	Trans to PIB Bonds Debt Service	295,954,000	258,414,978	258,414,978	**333,784,000**
532120	Transfer to Fleet/Eq	1,375,877	1,375,877	1,375,877	**1,375,877**
532130	Transfer to Hurricane Ike Fund	12,866,088	0	0	**0**
532135	Ch.380 - Transfers to Other Funds	15,148,020	23,367,233	23,367,233	**23,175,617**
532140	Captured Revenue Transfer to DDSRF	22,288,000	34,741,000	34,741,000	**34,109,000**
Total	**Debt Service and Other Uses**	**460,322,043**	**415,479,679**	**415,403,371**	**478,432,182**
Grand Total Expenditures		**2,347,911,390**	**2,339,946,268**	**2,336,734,588**	**2,375,103,015**

Totals do not include interfund eliminations

REVENUE SUPPORTED DEBT SERVICE
Combined Utility System

Includes Existing Previous Lien and First Lien Bonds as of April 11, 2017

Fiscal Year	Principal	Interest	Total
2018	200,505,000	248,613,592	449,118,592
2019	213,810,000	239,247,222	453,057,222
2020	198,569,984	246,857,956	445,427,940
2021	209,065,853	237,950,604	447,016,458
2022	221,727,094	225,261,771	446,988,865
2023	229,698,536	217,903,584	447,602,121
2024	237,731,264	209,841,394	447,572,658
2025	248,528,525	199,207,249	447,735,774
2026	258,429,875	188,739,041	447,168,916
2027	258,787,293	187,646,541	446,433,834
2028	268,069,307	176,745,413	444,814,719
2029	277,335,964	175,047,002	452,382,966
2030	323,575,000	127,701,550	451,276,550
2031	336,995,000	114,045,642	451,040,642
2032	351,360,000	99,798,398	451,158,398
2033	365,645,000	84,997,074	450,642,074
2034	381,845,000	69,363,722	451,208,722
2035	213,195,000	53,424,699	266,619,699
2036	220,690,000	43,237,421	263,927,421
2037	210,690,000	33,071,133	243,761,133
2038	141,675,000	25,205,322	166,880,322
2039	141,955,000	19,213,819	161,168,819
2040	84,965,000	14,304,675	99,269,675
2041	87,970,000	10,576,992	98,546,992
2042	56,200,000	7,544,829	63,744,829
2043	58,510,000	5,232,321	63,742,321
2044	47,615,000	3,082,668	50,697,668
2045	35,800,000	1,413,649	37,213,649
2046	19,735,000	378,944	20,113,944
2047	2,735,000	22,974	2,757,974
	5,903,413,694	**3,265,677,202**	**9,169,090,896**

Notes:
Debt service for the hedged 2004B bonds is calculated at the fixed rate of the associated swap, which is 3.7784%.
Debt service for the hedged 2012A bonds is calculated at 4.6784% until May 2020, and 3.7784% thereafter.
Debt service for the hedged 2012B bonds is calculated at 4.5284% until June 2017, and 3.7784% thereafter.
Debt service for the hedged 2012C bonds is calculated at 4.361% until August 2019, and 3.761% thereafter.

REVENUE SUPPORTED DEBT SERVICE
Combined Utility System

Bonds Payable From Gross System Revenue as of April 11, 2017

Fiscal Year	Principal	Interest	Total
2018	3,455,000	2,943,831	6,398,831
2019	3,590,000	2,794,706	6,384,706
2020	3,755,000	2,625,806	6,380,806
2021	3,960,000	2,437,931	6,397,931
2022	4,125,000	2,251,006	6,376,006
2023	4,300,000	2,055,581	6,355,581
2024	4,515,000	1,835,206	6,350,206
2025	4,735,000	1,603,956	6,338,956
2026	9,535,000	1,247,206	10,782,206
2027	2,430,000	948,081	3,378,081
2028	2,555,000	823,456	3,378,456
2029	2,685,000	719,306	3,404,306
2030	2,765,000	635,828	3,400,828
2031	2,850,000	546,313	3,396,313
2032	2,945,000	441,100	3,386,100
2033	3,060,000	321,000	3,381,000
2034	3,180,000	196,200	3,376,200
2035	3,315,000	66,300	3,381,300
	67,755,000	**24,492,816**	**92,247,816**

REVENUE SUPPORTED DEBT SERVICE
Combined Utility System
Bonds Payable at Subordinate Level as of April 11, 2017

Fiscal Year	Principal	Interest	Total
2018	2,305,000	2,237,418	4,542,418
2019	2,315,000	3,150,391	5,465,391
2020	4,147,181	3,968,732	8,115,913
2021	4,181,249	4,249,520	8,430,769
2022	4,230,057	4,638,877	8,868,933
2023	4,280,919	5,090,602	9,371,521
2024	4,333,760	5,535,658	9,869,418
2025	4,396,064	6,222,203	10,618,267
2026	4,166,004	6,113,440	10,279,443
2027	4,225,256	6,121,310	10,346,566
2028	4,295,033	5,971,593	10,266,626
2029	4,374,225	6,769,453	11,143,678
2030	3,197,482	8,235,773	11,433,255
2031	3,062,439	8,070,679	11,133,117
2032	3,136,356	7,705,823	10,842,180
2033	3,723,621	7,332,043	11,055,665
2034	3,818,470	7,145,678	10,964,148
2035	3,924,898	6,955,071	10,879,969
2036	5,200,926	5,891,608	11,092,535
2037	7,818,944	4,179,456	11,998,400
2038	8,026,765	3,876,120	11,902,884
2039	8,246,717	3,566,557	11,813,273
2040	8,044,936	3,260,308	11,305,244
2041	8,266,960	2,957,380	11,224,339
2042	8,495,028	2,647,778	11,142,806
2043	8,737,217	2,316,761	11,053,979
2044	8,986,636	1,975,403	10,962,038
2045	9,239,715	1,627,864	10,867,579
2046	9,504,384	1,273,865	10,778,249
2047	8,468,777	936,081	9,404,858
2048	4,844,038	687,843	5,531,881
2049	5,029,698	507,804	5,537,502
2050	5,223,030	320,824	5,543,854
2051	3,536,746	126,616	3,663,362
	185,783,530	**141,666,530**	**327,450,060**

Notes:
Includes CUS Subordinate Lien Series 2015E Bonds, and certain obligations to Coastal Water Authority pursuant to contract. The City receives payments from four regional water authorities which partially support the Coastal Water Authority obligations.

REVENUE SUPPORTED DEBT SERVICE
Convention and Entertainment Facilities
Hotel Occupancy Tax and Special Revenue Bonds as of April 11, 2017

Fiscal Year	Principal	Interest	Total
2018	21,815,376	27,283,843	49,099,219
2019	22,384,207	26,748,603	49,132,809
2020	23,711,952	26,298,826	50,010,778
2021	24,083,250	25,472,099	49,555,349
2022	21,807,154	29,063,157	50,870,311
2023	21,985,674	29,205,786	51,191,460
2024	22,397,310	29,516,804	51,914,114
2025	22,952,980	29,639,001	52,591,981
2026	23,532,381	29,891,300	53,423,681
2027	24,600,836	29,973,901	54,574,737
2028	25,195,221	29,996,478	55,191,698
2029	25,154,265	30,145,841	55,300,106
2030	25,434,774	30,131,550	55,566,325
2031	25,405,392	30,206,196	55,611,587
2032	25,639,127	30,022,693	55,661,820
2033	26,359,936	29,322,204	55,682,140
2034	27,320,119	28,516,441	55,836,559
2035	4,605,000	2,292,125	6,897,125
2036	4,840,000	2,056,000	6,896,000
2037	5,090,000	1,807,750	6,897,750
2038	5,350,000	1,546,750	6,896,750
2039	5,620,000	1,272,500	6,892,500
2040	5,910,000	984,250	6,894,250
2041	3,670,000	744,750	4,414,750
2042	3,840,000	576,200	4,416,200
2043	3,995,000	419,500	4,414,500
2044	4,160,000	256,400	4,416,400
2045	4,330,000	86,600	4,416,600
	461,189,952	**503,477,547**	**964,667,499**

Notes:
2001C Bonds assumed interest at 5.0%.

REVENUE SUPPORTED DEBT SERVICE
Houston Airport System
Senior Lien debt as of April 11, 2017

Fiscal Year	Principal	Interest	Total
2018	10,735,000	22,356,994	33,091,994
2019	11,275,000	21,820,244	33,095,244
2020	11,835,000	21,256,494	33,091,494
2021	12,430,000	20,664,744	33,094,744
2022	13,050,000	20,043,244	33,093,244
2023	13,705,000	19,390,744	33,095,744
2024	14,390,000	18,705,494	33,095,494
2025	15,110,000	17,985,994	33,095,994
2026	15,865,000	17,230,494	33,095,494
2027	16,655,000	16,437,244	33,092,244
2028	17,510,000	15,583,675	33,093,675
2029	18,405,000	14,686,288	33,091,288
2030	19,375,000	13,720,025	33,095,025
2031	20,440,000	12,654,400	33,094,400
2032	21,565,000	11,530,200	33,095,200
2033	22,750,000	10,344,125	33,094,125
2034	24,000,000	9,092,875	33,092,875
2035	25,320,000	7,772,875	33,092,875
2036	26,715,000	6,380,275	33,095,275
2037	28,185,000	4,910,950	33,095,950
2038	29,735,000	3,360,775	33,095,775
2039	31,370,000	1,725,350	33,095,350
	420,420,000	**307,653,500**	**728,073,500**

Notes:
Series 2002P-1 and P-2 at 5.85%.
Series 2002C, D-1 and D-2 bonds at 5.30%.
Series 2010 bonds at 5.25%.
Not reduced for capitalized interest funded from Series 2009 bond proceeds.

REVENUE SUPPORTED DEBT SERVICE
Houston Airport System
Subordinate Lien debt as of April 11, 2017

Fiscal Year	Principal	Interest	Total
2018	70,160,000	77,880,559	148,040,559
2019	73,675,000	74,345,094	148,020,094
2020	77,100,000	70,923,477	148,023,477
2021	81,575,000	66,784,774	148,359,774
2022	85,890,000	62,799,306	148,689,306
2023	89,955,000	57,884,338	147,839,338
2024	94,140,000	53,714,278	147,854,278
2025	98,760,000	48,572,514	147,332,514
2026	106,065,000	43,588,613	149,653,613
2027	108,930,000	38,294,587	147,224,587
2028	114,345,000	32,573,549	146,918,549
2029	121,945,000	26,783,602	148,728,602
2030	128,280,000	20,377,522	148,657,522
2031	131,555,000	13,910,192	145,465,192
2032	141,960,000	7,233,527	149,193,527
	1,524,335,000	**695,665,930**	**2,220,000,930**

NON-MAJOR SPECIAL REVENUE FUNDS

Description

Non-Major Special Revenue Funds are multi-year funds, which operate year-to-year under separate ordinances. The funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for its stated purposes.

Fund Summary

Fund Name : Community Health & Assessment
Business Area : Houston Health Department
Fund No./Bus. Area No. : 2020 / 3800

	FY2017 Current Budget	FY2017 Estimate	FY2018 Estimate
Beginning Fund Balance	190,451	190,451	**190,451**
Current Revenues	0	0	**0**
Total Available Resources	190,451	190,451	**190,451**
Maintenance and Operations	131,448	0	**189,905**
Total Expenditures	131,448	0	**189,905**
Planned Ending Fund Balance	59,003	190,451	**546**
Total Budget	190,451	190,451	**190,451**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	59,003	190,451	**546**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Estimate for the Community Health & Assessment Special Revenue Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The Community Health & Assessment Special Revenue Fund was established to address the Houston Health Department's priority of preventing the spread of communicable diseases and optimizing well being through human services. This fund was carried over from Hurricane Ike donations and the remaining balance will be used to provide health care services to the community.

Fund Summary

Fund Name	:	**Fire Training Services Fund**
Business Area	:	**Fire Department**
Fund No./Bus. Area No.	:	**2210 / 1200**

	FY2017 Current Budget	FY2017 Estimate	FY2018 Estimate
Beginning Fund Balance	402,936	402,936	**497,936**
Current Revenues	150,000	250,000	**250,000**
Total Available Resources	552,936	652,936	**747,936**
Maintenance and Operations	300,000	155,000	**500,000**
Total Expenditures	300,000	155,000	**500,000**
Planned Ending Fund Balance	252,936	497,936	**247,936**
Total Budget	552,936	652,936	**747,936**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	252,936	497,936	**247,936**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Current Budget, the FY2017 Estimate and the FY2018 Estimate for the Fire Training Services Fund. Also included are the beginning and ending fund balances, total revenues, and total expenditures.

The Fire Department Training Services Fund receives all funds generated by the Houston Fire Department Training Academy from fees charged to non-City of Houston entities for training in various fire protection disciplines including rescue, and hazardous materials. Revenue collected will be used to support and provide resources useful to the Val Jahnke Training Facility.

Fund Summary

Fund Name : Housing Special Revenue Fund
Business Area : Housing & Community Development
Fund No./Bus. Area No. : 2000 / 3200

	FY2017 Current Budget	FY2017 Estimate	FY2018 Estimate
Beginning Fund Balance	969,608	969,608	**684,315**
Current Revenues	0	0	**0**
Total Available Resources	969,608	969,608	**684,315**
Maintenance and Operations	723,581	285,293	**0**
Total Expenditures	723,581	285,293	**0**
Planned Ending Fund Balance	246,027	684,315	**684,315**
Total Budget	969,608	969,608	**684,315**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	246,027	684,315	**684,315**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, FY2017 Estimate and the FY2018 Estimate for the Housing Special Revenue Fund. Also included are the beginning and ending fund balances, total revenue and total expenditures.

The Housing Special Revenue Fund originated as a result of proceeds from the sale of City owned multi-family properties under what was previously known as the Resolution Trust Corporation. The Housing and Community Development Department uses these funds to support emergent housing needs and promote affordable housing initiatives.

Fund Summary

Fund Name : **Library Special Revenue**
Business Area : **Library**
Fund No./Bus. Area No. : **2500 / 3400**

	FY2017 Current Budget	FY2017 Estimate	FY2018 Estimate
Beginning Fund Balance	199,502	199,502	**220,302**
Current Revenues	0	33,000	**17,500**
Total Available Resources	199,502	232,502	**237,802**
Maintenance and Operations	21,845	12,200	**11,000**
Total Expenditures	21,845	12,200	**11,000**
Planned Ending Fund Balance	177,657	220,302	**226,802**
Total Budget	199,502	232,502	**237,802**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	177,657	220,302	**226,802**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, FY2017 Estimate and FY2018 Estimate for the Library Special Revenue Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

This fund is known as the "Slaughter Fund." The Houston Public Library is the recipient of Henry Lee Slaughter, Jr. Trust Fund. The fund was received and deposited by the City in FY2007. The original "Slaughter Fund" has been exhausted and used for the intended purpose. The Houston Public Library now uses this fund as a "Special Revenue Fund" to deposit gifts and donations. The deposited gifts and donations will be available for use for the intended purpose of the donor such as the purchase of materials and to implement programs for children and teenagers.

Fund Summary

Fund Name : Nuisance Abatement Special Revenue Fund
Business Area : Legal
Fund No./Bus. Area No. : 2214 / 9000

	FY2017 Current Budget	FY2017 Estimate	FY2018 Estimate
Beginning Fund Balance	5,686	5,686	**5,731**
Current Revenues	0	45	**0**
Total Available Resources	5,686	5,731	**5,731**
Maintenance and Operations	0	0	**0**
Total Expenditures	0	0	**0**
Planned Ending Fund Balance	5,686	5,731	**5,731**
Total Budget	5,686	5,731	**5,731**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	5,686	5,731	**5,731**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, the FY2017 Estimate and the FY2018 Estimate for the Nuisance Abatement Special Revenue Fund. Also included are the beginning and ending fund balances, total revenues, and total expenditures.

The Nuisance Abatement Special Revenue Fund was created pursuant to Section 125.047 of Chapter 125 of the Texas Civil Practice and Remedies Code, which requires that all funds collected pursuant to the Chapter be deposited into a special fund to be used only for the purpose of ongoing nuisance abatement including: regular and overtime compensation for nuisance abatement or enforcement personnel, hiring additional personnel for nuisance abatement as needed, and any other purpose authorized by law.

Fund Summary

Fund Name : TIRZ Affordable Housing Fund
Business Area : Housing & Community Development
Fund No./Bus. Area No. : 2409 / 3200

	FY2017 Current Budget	FY2017 Estimate	FY2018 Estimate
Beginning Fund Balance	69,301,499	69,301,499	**73,301,499**
Current Revenues	28,394,239	16,000,000	**16,000,000**
Total Available Resources	97,695,738	85,301,499	**89,301,499**
Maintenance and Operations	68,825,234	12,000,000	**30,000,000**
Total Expenditures	68,825,234	12,000,000	**30,000,000**
Planned Ending Fund Balance	28,870,504	73,301,499	**59,301,499**
Total Budget	97,695,738	85,301,499	**89,301,499**
Fund Balance Distribution			
Non-Spendable	0	0	**0**
Restricted	28,870,504	73,301,499	**59,301,499**
Committed	0	0	**0**
Assigned	0	0	**0**
Unassigned	0	0	**0**

The above summarizes the FY2017 Budget, FY2017 Estimate and the FY2018 Estimate for the TIRZ Affordable Housing Fund. Also included are the beginning and ending fund balances, total revenues and total expenditures.

The TIRZ Affordable Housing Fund originated as a result of proceeds from the property taxes and TIRZ. The Housing and Community Development Department uses these funds to promote affordable housing initiatives.

BUDGET SUMMARY BY FUND
($ Thousands)

	General Fund	Airport System*	Conven. & Entertain. Facilities*	Houston Emergency Center
Beginning Fund Balance - Unassigned	225,277	0	50,359	2,238
Revenues and Other Sources	2,336,225	503,861	98,060	25,635
Total Available Resources	2,561,502	503,861	148,419	27,873
Maintenance & Operating Expenditures/Expenses				
Personnel Services	1,515,185	111,755	186	20,544
Supplies	34,772	9,318	0	246
Other Services and Charges	341,739	187,281	132	6,846
Equipment	18	0	0	0
Non-Capital Equipment	4,957	2,486	0	0
Total Maintenance & Operating Expenditures/Expenses	1,896,671	310,840	318	27,636
Debt Service & Other Uses	478,432	193,021	97,286	0
Total Expenditures/Expenses & Other Uses	2,375,103	503,861	97,604	27,636
Fund Balance - Unassigned	186,399	0	50,815	237
Total Budget	2,561,502	503,861	148,419	27,873
Changes to Unassigned Fund Balance	80	0	0	0
Ending Fund Balance - Unassigned	186,479	0	50,815	237

* Denotes Beginning Operating Fund Balance

Totals do not include interfund eliminations and may reflect slight variances due to rounding

BUDGET SUMMARY BY FUND
($ Thousands)

	Municipal Building Security	Municipal Technology Fee	Juvenile Case Manager Fee	Police Auto Dealers
Beginning Fund Balance - Unassigned	77	1,442	865	1,506
Revenues and Other Sources	641	1,098	1,165	7,010
Total Available Resources	718	2,540	2,030	8,516
Maintenance & Operating Expenditures/Expenses				
Personnel Services	0	190	1,741	3,979
Supplies	0	10	12	371
Other Services and Charges	705	450	113	1,798
Equipment	0	115	0	500
Non-Capital Equipment	0	0	10	0
Total Maintenance & Operating Expenditures/Expenses	705	765	1,876	6,648
Debt Service & Other Uses	0	0	0	1,640
Total Expenditures/Expenses & Other Uses	705	765	1,876	8,288
Fund Balance - Unassigned	13	1,775	154	228
Total Budget	718	2,540	2,030	8,516
Changes to Unassigned Fund Balance	0	0	0	0
Ending Fund Balance - Unassigned	13	1,775	154	228

Totals do not include interfund eliminations and may reflect slight variances due to rounding

BUDGET SUMMARY BY FUND
($ Thousands)

	Police Special Services	Police Asset Forfeit	Forensic Transition Special	Police Child Safety
Beginning Fund Balance - Unassigned	5,536	5,151	27	0
Revenues and Other Sources	7,181	4,849	7,239	3,429
Total Available Resources	12,717	10,000	7,266	3,429
Maintenance & Operating Expenditures/Expenses				
Personnel Services	6,771	3,900	7,213	0
Supplies	660	2,038	2	3
Other Services and Charges	1,742	1,620	24	3,426
Equipment	75	0	0	0
Non-Capital Equipment	3	2,442	0	0
Total Maintenance & Operating Expenditures/Expenses	9,251	10,000	7,239	3,429
Debt Service & Other Uses	222	0	0	0
Total Expenditures/Expenses & Other Uses	9,473	10,000	7,239	3,429
Fund Balance - Unassigned	3,244	0	27	0
Total Budget	12,717	10,000	7,266	3,429
Changes to Unassigned Fund Balance	0	0	0	0
Ending Fund Balance - Unassigned	3,244	0	27	0

Totals do not include interfund eliminations and may reflect slight variances due to rounding

BUDGET SUMMARY BY FUND
($ Thousands)

	Dedicated Drainage & Street	Houston TranStar Center	PW&E Storm Water	PW&E Building Inspection	PW&E Water & Sewer *
Beginning Fund Balance - Unassigned	55,858	628	7,749	30,118	721,238
Revenues and Other Sources	201,469	2,450	58,461	75,761	1,124,013
Total Available Resources	257,327	3,078	66,210	105,879	1,845,251
Maintenance & Operating Expenditures/Expenses					
Personnel Services	38,392	1,048	23,660	60,340	190,961
Supplies	13,051	105	2,044	995	45,295
Other Services and Charges	29,331	1,674	15,920	22,074	236,593
Equipment	11,026	0	5,627	6,739	46,524
Non-Capital Equipment	83	32	78	1,237	2,318
Total Maintenance & Operating Expenditures/Expenses	91,883	2,859	47,329	91,385	521,691
Debt Service & Other Uses	124,070	0	16,881	3,583	647,042
Total Expenditures/Expenses & Other Uses	215,953	2,859	64,210	94,968	1,168,733
Fund Balance - Unassigned	41,374	219	2,000	10,911	676,518
Total Budget	257,327	3,078	66,210	105,879	1,845,251
Changes to Unassigned Fund Balance	0	0	0	0	0
Ending Fund Balance - Unassigned	41,374	219	2,000	10,911	676,518

* Denotes Beginning Operating Fund Balance

Totals do not include interfund eliminations and may reflect slight variances due to rounding

BUDGET SUMMARY BY FUND
($ Thousands)

	Contractor Responsibility	Recycling Revenue Fund	Maintenance Renewal & Replacement	BARC Special Revenue
Beginning Fund Balance - Unassigned	2,868	936	1,535	3,033
Revenues and Other Sources	1,181	4,068	20,922	10,156
Total Available Resources	4,049	5,004	22,457	13,189
Maintenance & Operating Expenditures/Expenses				
Personnel Services	148	309	6,894	8,671
Supplies	1	2	2,288	1,610
Other Services and Charges	198	1,284	11,735	2,888
Equipment	0	0	0	0
Non-Capital Equipment	0	0	5	0
Total Maintenance & Operating Expenditures/Expenses	347	1,595	20,922	13,169
Debt Service & Other Uses	400	2,771	0	0
Total Expenditures/Expenses & Other Uses	747	4,366	20,922	13,169
Fund Balance - Unassigned	3,302	638	1,535	20
Total Budget	4,049	5,004	22,457	13,189
Changes to Unassigned Fund Balance	0	0	0	0
Ending Fund Balance - Unassigned	3,302	638	1,535	20

Totals do not include interfund eliminations and may reflect slight variances due to rounding

BUDGET SUMMARY BY FUND
($ Thousands)

	Health Special Revenue	Laboratory Operations & Maintenance	Essential Public Health Services	Special Waste	Swimming Pool Safety
Beginning Fund Balance - Unassigned	4,789	99	11,255	2,030	811
Revenues and Other Sources	4,081	531	25,446	4,137	1,118
Total Available Resources	8,870	630	36,701	6,167	1,929
Maintenance & Operating Expenditures/Expenses					
Personnel Services	2,179	0	18,441	3,785	1,161
Supplies	554	73	1,381	73	19
Other Services and Charges	2,928	557	8,972	351	72
Equipment	24	0	45	70	24
Non-Capital Equipment	120	0	310	19	5
Total Maintenance & Operating Expenditures/Expenses	5,805	630	29,149	4,298	1,281
Debt Service & Other Uses	0	0	0	0	0
Total Expenditures/Expenses & Other Uses	5,805	630	29,149	4,298	1,281
Fund Balance - Unassigned	3,065	0	7,552	1,869	648
Total Budget	8,870	630	36,701	6,167	1,929
Changes to Unassigned Fund Balance	0	0	0	0	0
Ending Fund Balance - Unassigned	3,065	0	7,552	1,869	648

Totals do not include interfund eliminations and may reflect slight variances due to rounding

BUDGET SUMMARY BY FUND
($ Thousands)

	Park Golf Special	Bayou Greenway 2020	Park Special	Parking Management
Beginning Fund Balance - Unassigned	878	867	6,700	2,166
Revenues and Other Sources	5,862	1,449	2,314	20,549
Total Available Resources	6,740	2,316	9,014	22,715
Maintenance & Operating Expenditures/Expenses				
Personnel Services	4,434	999	843	5,293
Supplies	722	47	696	619
Other Services and Charges	840	155	1,259	6,817
Equipment	0	275	0	228
Non-Capital Equipment	0	0	0	68
Total Maintenance & Operating Expenditures/Expenses	5,996	1,476	2,798	13,025
Debt Service & Other Uses	0	0	2,000	8,169
Total Expenditures/Expenses & Other Uses	5,996	1,476	4,798	21,194
Fund Balance - Unassigned	744	840	4,216	1,521
Total Budget	6,740	2,316	9,014	22,715
Changes to Unassigned Fund Balance	0	0	0	0
Ending Fund Balance - Unassigned	744	840	4,216	1,521

Totals do not include interfund eliminations and may reflect slight variances due to rounding

BUDGET SUMMARY BY FUND
($ Thousands)

	Historic Preserv.	P&DD Special Revenue	Tourism Promotion Special Rev	Cable TV	Total Gen. Fund Enterprise & Special
Beginning Fund Balance - Unassigned	1,706	645	186	616	1,149,189
Revenues and Other Sources	263	6,613	19,256	3,752	4,590,245
Total Available Resources	1,969	7,258	19,442	4,368	5,739,434
Maintenance & Operating Expenditures/Expenses					
Personnel Services	0	4,425	2,443	1,592	2,047,482
Supplies	1	120	136	35	117,299
Other Services and Charges	436	2,075	16,676	2,324	911,035
Equipment	0	0	0	250	71,540
Non-Capital Equipment	0	50	0	10	14,233
Total Maintenance & Operating Expenditures/Expenses	437	6,670	19,255	4,211	3,161,589
Debt Service & Other Uses	0	0	0	0	1,575,517
Total Expenditures/Expenses & Other Uses	437	6,670	19,255	4,211	4,737,106
Fund Balance - Unassigned	1,532	588	187	157	1,002,328
Total Budget	1,969	7,258	19,442	4,368	5,739,434
Changes to Unassigned Fund Balance	0	0	0	0	80
Ending Fund Balance - Unassigned	1,532	588	187	157	1,002,328

Totals do not include interfund eliminations and may reflect slight variances due to rounding

DEPARTMENTAL CROSS REFERENCE

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